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THE ROLES OF WOMEN IN THE ARMY AND THEIR IMPACT ON
MILITARY OPERATIONS AND ORGANIZATIONS

John H. Batts, et al

Army War College
Carlisle Barracks, Pennsylvania

23 May 1975

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23 MAY 1975

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USAWC MILITARY RESEARCH PROGRAM PAPER

THE ROLES OF WOMEN IN THE ARMY AND THEIR IMPACT
ON MILITARY OPERATIONS AND ORGANIZATIONS
A GROUP RESEARCH PROJECT

by

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ABSTRACT

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TITLE: The Roles of Women in the Army and Their Impact on Military Operations and Organizations.

FORMAT: Group Research Project.

DATE: 23 May 1975

PAGES: 152

CLASSIFICATION: Unclassified

Problems inherent in the expanded utilization of female soldiers in the US Army are numerous. Some problems such as uniforms, billeting, assignments and training are obvious and with proper planning can and will be solved by commanders and staffs throughout the chain of command. Other problems, perhaps not so obvious, have not received sufficient attention and remain of concern: fraternization; attitudes of male and female soldiers; effects of the Equal Rights Amendment; deployability; and peculiar requirements unique to women such as pregnancy, abortion, child care, and assignment of military couples. Policies as expressed by the Secretary of Defense, Secretary of the Army, Chief of Staff of the Army, and major commanders are not disseminated in sufficient detail to insure that soldiers understand what policies are applicable to the utilization of female soldiers. Many soldiers, both male and female, are concerned that supervisors do not have sufficient training to cope with the sexually-mixed work environment, particularly as this environment deals with discipline, extra duties, and physical capabilities of the female soldier.

SECURITY CLASSIFICATION OF THIS PAGE (When Date Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) THE ROLES OF WOMEN IN THE ARMY AND THEIR IMPACT ON MILITARY OPERATIONS AND ORGANIZATIONS		5. TYPE OF REPORT & PERIOD COVERED Group Research Project
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) LTC J. H. Batts, AGC; COL R. A. Burr, FA; COL R. F. Fischer, INF; COL G. C. Mahan, ADA; CDR J. E. Paganelli, USN; COL D. E. Scales, FA; COL A. E. Taylor, Jr., INF; LTC H. E. Weiler, AGC		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS US Army War College Carlisle Barracks, PA 17013		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS Same as Item 9		12. REPORT DATE 23 May 1975
		13. NUMBER OF PAGES 152
14. MONITORING AGENCY NAME & ADDRESS (If different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Problems inherent in the expanded utilization of female soldiers in the US Army are numerous. Some problems such as uniforms, billeting, assign- ments and training are obvious and with proper planning can and will be solved by commanders and staffs throughout the chain of command. Other problems, perhaps not so obvious, have not received sufficient attention and remain of concern: fraternization; attitudes of male and female soldiers; effects of the Equal Rights Amendment; deployability; and peculiar		

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requirements unique to women such as pregnancy, abortion, child care, and assignment of military couples. Policies as expressed by the Secretary of Defense, Secretary of the Army, Chief of Staff of the Army, and major commanders are not disseminated in sufficient detail to insure that soldiers understand what policies are applicable to the utilization of female soldiers. Many soldiers, both male and female, are concerned that supervisors do not have sufficient training to cope with the sexually-mixed work environment, particularly as this environment deals with discipline, extra duties, and physical capabilities of the female soldier.

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PREFACE

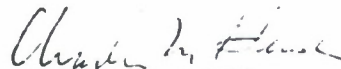
This student group research report has important strengths, but also has some weaknesses. Its strengths lie in the data it contains about an important issue: the personal and organizational effects that will result from the rapid increase in the number of women in the Army. Its weaknesses are that some parts of it are not well organized and at times it is poorly written. Occasionally, it draws conclusions that are not supported by the available data, and it does not contain very many conclusions and recommendations, largely because the students who wrote the report often could not reach agreement about the controversial issues they were studying.

Despite its weaknesses, we have decided this report should be made available because of the potential value of the data it contains. It provides a comprehensive summary of recent developments related to the increasing number of Army women. It also presents new information about the attitudes Army men and women have towards the role of women in the Army. In addition, it discusses the results of the extensive interviews which were conducted both at Department of the Army Headquarters and at the troop installations where women are being trained and utilized. These interviews were not always based on a careful sampling procedure, and they sometimes reveal bias on the part of the person being interviewed, or the interviewer, or both. Nevertheless, they provide useful raw data that have not been evaluated by higher authorities to determine if they conform to established policy or doctrine.

USAWC student research projects are done for two main reasons.

- (1) To teach students how to do group research, and
- (2) To expose them to important issues.

The reports are turned in only a few days before the end of the Academic Year. If the final report contains weaknesses there is no time to improve it. The college must choose between releasing a report that may not meet the highest standards of writing and research, or else not issuing the report and thus denying people access to the information it contains. Since the students on this project did useful work and met the goals of the research program, we are releasing their report.



CHARLES M. HERSH
Director of Academic Affairs

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CHAPTER 1

INTRODUCTION

Changes in the United States Army are nothing new. The types of people that make up the Army, the equipment and facilities used by the Army, and the support given the Army are continuously in a state of change. Stability is an overused term, much admired and pleaded for by some, but never achieved, and more realistically in the final analysis, undesirable in the broadest definition of the term. In a dynamic environment such as the military, stability may quickly become stagnation.

The decision by the Chief of Staff of the Army in October 1973 to increase the number of WAC's in the Army to a figure in excess of 50,000 by the end of Fiscal Year 1979 is one example of the many changes which continually take place.

With change, however, comes concern for the effect of that change. This concern manifests itself in many forms: Congressional investigations, General Accounting Office audits, Department of Defense committees, editorial comments, and just plain conversation in military dining facilities on the subject of any particular change--these are common and expected. The "Old Guard" will invariably maintain that change is coming about too fast. The younger professional will often maintain that change is too slow.

The increase of women in the army is no exception. Concern has been and is being expressed on the implications of drastically increasing the numbers of women in the US Army. Many of the implications are obvious: housing constraints, potential problems with fraternization, a female's

willingness to fight if required, women's physical limitations regarding difficult tasks, the Army's ability to provide proper uniforms, female entrance into previously exclusive realms of the male soldier such as the US Military Academy, command of men, etc. Other areas may not be so obvious. Training requirements for military males on techniques of serving with or for the female soldier, and attitudes of the male and female soldier regarding the change in the work situation are just several of the potential problem areas that may need review.

Conversely, it is very possible that certain areas felt to be of concern turn out to be unworthy of that concern.

It is the purpose of this student research project to identify and report on what training, utilization, and attitudinal problems actually do confront the US Army with the expanding use of women in the Army. It is not the purpose of the report to defend or refute the decision to expand the role of women in the US Army.

This report is intended to focus attention on the actual problems facing the Army with the expanded role of the female soldier, and to reduce the attention paid to problems which appear to be worse than they really are. This is necessary if we want to avoid these problems, or want to avoid having them thought of as problems when they really are not.

CHAPTER II

METHOD AND APPROACH TO SOLVING THE PROBLEM

The total problem of the roles of women in the Army must be narrowed in order to reach conclusions which are manageable. Therefore, research and data collection were concentrated into five general areas: (1) factors encountered in maintaining the female force through enlistment and reenlistment; (2) the acceptability of women as managers; (3) factors affecting the training of women; and (4) factors affecting their utilization; and (5) organizational changes in policy, attitude, and structure.

The research group consisted of one faculty member (the group adviser) and eight students at the US Army War College. The group contained officers--Army colonels and lieutenant colonels, and one US Navy commander--with a broad spectrum of background and experience. By specialty, the group breakdown was as follows: one MSC officer; two AGC; two Infantry; one Air Defense Artillery; two Field Artillery; and one US Naval aviator.

The general method was to test the attitudes of a wide sample of Army personnel, both men and women, officer and enlisted. Attitudes of the sample were determined principally by free interviews, formal interview schedules, and questionnaires. Additional factual data, obtained primarily by free interviews and collection of documents (policy statements, studies, etc.) were gathered to explain statistical trends which were revealed by numerical analysis of the questionnaires.

Three questionnaires were administered, dealing with (1) factors affecting the training and utilization of women; (2) attitudes toward

women as managers; and (3) factors encountered in maintaining the female force through enlistment and reenlistment. The table on the following page shows the characteristics of each sample.

Free interviews were held with officials (officer and enlisted) from Headquarters, Department of the Army, down to unit level. The principal purpose of these interviews was to gather data (including documentation) on local policy and conditions pertaining to the expanded use of women in the Army. As discussed above, this data assisted in the explanation of statistical trends. Interviews were held with male and female officers serving as staff personnel and as commanders. Enlisted personnel, both male and female, in the lower ranks were also interviewed.

The following table shows the different types of installations visited. At these installations there was a wide variety of units, from those found at a training center to the smallest combat units. Shown are the numbers of instances when five types of data were collected: (1) free interviews (including collection of documentation) (FI); (2) formal interview schedules concerning factors affecting the training of women (IS); (3) questionnaires on factors affecting the training and utilization of women (T&UQ); (4) questionnaires on attitudes toward women as managers (MQ); and (5) questionnaires on factors encountered in maintaining the female force through enlistment and reenlistment (RQ).

<u>INSTALLATION VISITED</u>	<u># OF PEOPLE VISITING</u>	<u>FI</u>	<u>IS</u>	<u>T&UQ</u>	<u>MQ</u>	<u>RQ</u>
Ft Bragg	1	8	11	200	35	0
Ft Dix	1	5	1	93	0	0
Ft Meade	1	18	0	0	0	0
Ft Jackson	2	25	10	200	39	86
Ft Lee	2	4	7	100	181	0
Ft McClellan	1	10	10	200	154	107
Ft Eustis	2	3	6	100	134	0
Ft Bliss	1	5	0	0	305	0
MILPERCEN	3	10	0	0	0	0
Army Rsch Inst	1	2	0	0	0	0
HQDA	3	20	0	0	0	0
HQTRADOC	2	3	0	0	0	0

The objective of data collection and analysis was to learn the strengths and problems, from an attitudinal point of view, associated with the expanded use of women. Factual and policy data gathered by free interviews were used to explain the numerical trends in attitudes revealed by the questionnaires. As a result, observations were developed which can be used by future researchers as a basis for further investigation.

CHAPTER III

INTERVIEW RESULTS

INTRODUCTION

The methodology used in this project included the conduct of in-depth interviews with Army officials at Headquarters, Department of the Army; the U.S. Army Military Personnel Center; The U.S. Army Research Institute for the Behavioral and Social Sciences; and with officers and enlisted personnel at various Army installations in CONUS. In conjunction with the interviews, various statistical data and documents pertinent to the research were also collected for analysis.

The purpose of the interviews was to examine current and proposed Army policies which affect the management of women in the Army. Significant changes in personnel policies governing the management of women were also examined, with the objective of determining their impact on the role of women in the Army. Additionally, an effort was made to determine problems that may be encountered in the future as a result of changes in Army policies pertaining to the utilization and the role of women.

This chapter summarizes the results of the various interviews. Additionally, the rationale for certain policies, problems encountered in the WAC expansion program, the utilization of women in the Army, and the forces which could necessitate future changes in the roles of women will be briefly discussed.

OVERALL POLICY

In 1969, a Department of Defense Human Goals Statement declared that the Defense Department will strive:

To provide opportunity for everyone, military and civilian, to rise to as high a level of responsibility as possible, dependent only on individual talent and diligence;

To make military and civilian service in the Department of Defense a model of equal opportunity for all regardless of race, sex, creed or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity.

Secretary of Defense James R. Schlesinger has stated that the Defense Department is committed to the concept of equal opportunity for women in the service. Specifically, he stated:

My policy is to eliminate all unnecessary distinction in regulations applying to servicewomen and to assure that women are accorded both equal opportunity and treatment in the military.

The Army has also stated a deep commitment to the concept of equal opportunity for women in the Army. In determining the numerical requirements and the role of women, the Army considered several factors. These factors are based on the premise that the primary mission of the Army is combat, and that the United States does not countenance the use of women in direct combat roles. Accordingly, a minimum number of men will be needed to maintain the Army's combat effectiveness. The current Army policy is to recruit, to the maximum possible extent, consistent with overall personnel requirements, those women who are best qualified to be effective soldiers.

RECENT CHANGES IN POLICIES

To provide for equal opportunity and better utilization of women, the Army has revised many of the policies that once served to deny women equal opportunity or restrict their utilization. Among the actions taken were these:

- . Passage of a public law that removed restrictions on the promotion of women officers and eliminated a two percent female-content ceiling.
- . A Supreme Court ruling that declared unconstitutional the law that denied married servicewomen the same family entitlements as their male counterparts.
- . Passage of legislation equalizing age and parental consent requirements for men and women.
- . Increase in the number of military occupational specialties (MOS) open to women from 183 in fiscal 1972 to 430 in fiscal 1974, with only 37 close-combat specialties closed.
- . Changes in law and policy to permit women's participation in Junior and Senior ROTC, to include scholarships.
- . Greatly increased participation by women in the U. S. Army Reserve.
- . Organization of the first WAC training battalion in the Army Reserve.
- . For the first time in history, enlistment and commissioning of women, other than nurses, in the Army National Guard.
- . Integration of skills training for women with similar skills training for men.
- . Change of policy to permit women to command men, except in combat units.
- . Opening Army aviation to women.
- . Change of policy to permit women officers to attend the senior service schools.

- . Integration of WAC officer training into male basic officer courses except infantry, field artillery, armor and air defense.
- . Permanent detail of all WAC officers to other branches of the Army, except infantry, field artillery, armor and air defense.
- . All enlistment and reenlistment options opened to women, except combat options.
- . Equalization of enlistment qualifications, except for justifiable or valid differences.
- . All courses of instruction formerly closed to women opened, except combat arms and the U.S. Military Academy.
- . Women made fully participating members of promotion and school selection boards.
- . Increase in basic training capability of WAC Center and School from 6,000 to 12,000 annually.
- . Activation of a WAC basic training brigade at a second location for the first time since World War II, thereby increasing the total annual training capability for women to about 24,000.
- . Increase in the number of positions on manning documents eligible to be filled by women from 19,000 in June 1972 to 160,800 in June 1974.
- . Implementation of a comprehensive program to improve and address needed additions to women's uniforms.
- . Elimination of policies that precluded married women from applying for enlistment or appointment and which forced discharge of women who became pregnant or had minor children.
- . Adjustment of housing policies.
- . Adjustment of dependency policies.
- . Participation by women in Army athletics programs formerly closed, such as track and field.
- . Plan to increase the number of enlisted women in the Army from 12,400 in fiscal 1972 to 50,000 by the end of fiscal 1979, the first expansion of WAC utilization in a peacetime environment.

. Organization of a WAC expansion steering committee to monitor the present program and changes for future years.

WAC EXPANSION PROGRAM

In 1972, the Secretary of the Army approved a plan that doubled the rate at which women were to be enlisted in the Army. A new plan was devised in 1973 as a result of the rapid increase of identifiable jobs for women, success in female recruiting, and the increasing desire of women to remain in the service. Consequently, the General Officer WAC Expansion Steering Group was established to expedite the development of a new plan. This group met weekly and consisted of a select group of officers from the Army staff and major field commands. The group developed a new plan, approved in October 1973, which provided for increasing the number of WAC's in the Army to 50,400 by end of FY 79. In addition, the General Officer WAC Expansion Steering Group resolved problems encountered in the rapid increase of women in the Army. The Group now meets monthly to monitor the present program and to consider changes for future years. The Group also monitors a program to review all Army policies, procedures and regulations with a view toward eliminating male/female differences, or ensuring that the differences are based on military necessity. The capability of this group to eliminate red tape, resolve problem areas, and insure the expeditious and efficient accomplishment of the WAC expansion program is noteworthy.

PENDING LITIGATION

The members of the research team were briefed by a lawyer from the Army General Counsel Office regarding a pending civil suit (Barbara Parise, et al, Plaintiffs VS James R. Schlesinger, et al, Defendants). The suit is based on the different enlistment standards required for women as compared to those for men. In an affidavit submitted to the U. S. District Court for the District of Columbia, Brigadier General James M. Wroth, Chairman of the General Officer WAC Expansion Steering Committee, outlined the Army's rationale for the different standards (Incl 1). The affidavit also states the Army policy pertaining to the utilization of WAC's and gives an overview of the following:

- a. The history of the present WAC Expansion Program.
- b. How the 1973 plan derived a goal of approximately 50,400 women.
- c. The reasons why the increase to 50,400 women was spaced out over six years.
- d. The Army's present status concerning computation of the number of women needed by the Army.
- e. The Army's successes and efforts to increase the number of women in the Army.

The conclusions contained in the affidavit are as follows:

- a. The United States Army is a combat force dedicated to the defense of the United States.
- b. No armed force in the western world today, including Israel, trains women for combat or assigns them to combat roles.

c. Our calculations center on the combat soldier. But, consistent with his needs, we are expanding the role of women in today's Army.

d. Our approach is not irrational and discriminatory but is based on military necessity. We are concerned, as is every employer, that we employ the highest quality people available.

MAXIMUM NUMBER OF WOMEN IN THE ARMY

In November 1974, the Army Staff was tasked to address the management problems raised as a result of expanded number of MOS in which women may now serve, and the prohibition against women in certain combat MOS. The objective was to determine by MOS how many women can serve in each kind of unit in the total force structure under wartime and peacetime conditions. TRADOC was tasked by DA to "undertake a doctrinal evaluation of Category II and Category III unit Tables of Organization and Equipment, both Active Army and Reserve Components, to determine the maximum number of female soldiers who can be assigned at any one time without degrading the unit's capability to perform its assigned mission." TRADOC was provided the Army's policy governing assignment and utilization of women, together with six assumptions. The TRADOC study arrived at the Pentagon during the research group's visit, and it had not yet been reviewed by the DA staff. A copy of the study was obtained by the members of the research team who visited TRADOC. The TRADOC report is attached as Inclosure 2.

Action officers at DA stated the TRADOC report will be staffed with the major commands. Units will then be formed, including the designated number of women, and will be tested to determine if they are appropriately

staffed to provide required combat effectiveness. TRADOC will also review the classification of units with regard to category, to determine if units now Category II should be made Category I, or vice-versa. The aforementioned TRADOC study will also be used to construct a computer model to determine the number of women which should be accepted in each allowable MOS.

In addition to the TRADOC study, the US Army Research Institute has also been tasked to "review MTOE (CAT I and CAT II) as well as TDA, and derive principles which can be applied by type unit and MOS to determine the optimum number of women that can be assigned and retain the full stated mission-capability of that unit. It is also desirable to be able to determine what would be the results of overfill or underfill on the optimum number(s)." When the research group visited the Institute, the ARI study was in its very early stages. The approach being considered included the development of a questionnaire to obtain data concerning supervisors' attitudes, and the development of a tasking list of duties which are commonly performed by enlisted personnel in all MOS (i.e., guard duties, Charge of Quarters, etc.).

MILPERCEN has also been tasked to develop a model to compute by MOS the maximum female content and training ceiling. The model developed was the WEEM Model (Woman's Enlisted Expansion Model), which is a management tool basing its computation on a manager's input criterion to determine the desirable female enlistment objective. The WEEM model will interface with the TRADOC study.

ATTRITION RATE

Interviews in DCSPER revealed that the attrition rate for women volunteers in the first three years is much higher than for men, due almost exclusively to marriage and pregnancy. The Army is considering a policy change which will allow/encourage more women who have children to remain in service; this may result in the attrition rate for women becoming much less than for men. The retention rate for women after the first three years is, paradoxically, higher than for men, and is due to a great extent to the higher enlistment standards for women.

PREGNANCY POLICY

Pending policy changes for pregnancy, hardship and medical disqualification were discussed with DA action officers. Policy will shortly be changed to preclude the discharge of women because of pregnancy. Also, policy is being considered which will defer pregnant women from overseas assignment until after childbirth. Further, change in policy is being considered to equalize treatment of "sole parent," whether male or female.

ROTC

Women in ROTC was discussed at length. The five-year test program which consisted of ten institutions in 1972 was extended to all ROTC host institutions in 1973. The first female lieutenants from ROTC will graduate in June 1976. A brief summary of policies governing women in ROTC and a potential problem area are:

-- Women already in ROTC will not be required to participate in arms qualification; new entrants will be required to participate, but will not be required to pass qualification.

-- Pregnancy is not a reason for elimination; however, a woman may not join the program if she is already pregnant.

-- Women began ROTC in Fall 1972. Initially, 212 were enrolled in what began as a 5-year test program. In 1973 the test was abandoned, women in ROTC was made permanent, and the figure rose to 6,500 female members by Fall 1974.

-- In 1975, women will go to their first ROTC summer camp at four locations.

-- Presently, there are four means by which women may obtain a commission:

1. JR-SR PROGRAM at colleges - selectees must attend a four-week summer course at Ft. McClellan.
2. DIRECT - for those with special and needed skills.
3. ROTC - when first women get commissioned via this method (1976), program #1 above will be dropped.
4. OCS.

One possible problem area may be that the Army will eventually acquire too many female officers through the ROTC program.

WAC MONITORING OFFICE

MILPERCEN has established a new staff office to monitor personnel actions involving WAC's. The office monitors personnel actions of both officer and enlisted women, and maintains statistical data so that MILPERCEN can determine whether women receive the same career opportunities as men.

TRAINING

A large majority of personnel interviewed, particularly officers and NCO's, stated that women are more responsive to most training than are men. Although weapons firing is not yet mandatory, most women are volunteering to fire the M-16 rifle.

There is high-level concern regarding field training and maintenance of privacy for women in the field. But there is doubt by young enlisted men that women pull their fair share of duties in the field, and concern that women should not be exempted from field duties.

Training, with the exception of basic training for women and basic combat training for men, is integrated. Comments pertaining to training currently conducted at two Army installations are as follows:

-- Percentages of women in various courses varied a great deal. In the AIT courses at one installation, it was 50 percent and ranged from 10 to 14 percent for the officer courses.

-- In all courses except one, the qualification for entry is identical for both male and female. However, these particular MOS's require no unusual physical skill. Most instructors interviewed indicated that in general, enlisted women did a little better than enlisted men in formal schooling. This could be related to the fact that all women accepted into the Army must be high school graduates. The only course that issued a waiver for females was the rigger school at Ft. Lee: since women are not as strong as men in the upper torso area, a waiver of the pull-up requirements was granted for females. The waiver was not a complete elimination of the requirement, but only a modification to the extent that a female trainee must only demonstrate

enough strength to ensure her own safety while participating in the rigors of parachute jumping.

-- In the "white collar" specialties, such as stock control and other logistic and quartermaster functions, there were no problems except in one area: in the Cebra Crew Chief training, the physical inability of most female trainees to do heavy lifting was noted. This physical shortcoming creates several problems: most females will insist on doing the work themselves, and can possibly be hurt or damage valuable equipment. If they do accept help from others, it ties up two people in what is otherwise considered to be a one-man job.

-- One other difference in training takes place in officer courses. Females are prohibited from taking offensive combat training, a requirement for male officers.

-- The attitude of male trainees appears to improve with the introduction of females into the class. There is an initial period of awkwardness, but as students get to know each other, the classroom warms up. Male students, after this warming up period, seem to enjoy having female students around. Instructors also state that mixed classes are more pleasant to teach than those made up completely of males or females. Another benefit of mixed classes seems to be a higher degree of accomplishment. Instructors also think that males try harder, so as not to be outdone by females. It has been noted that the percentage of female honor graduates is lower than the percentage of females enrolled in the class.

-- In general, the attitudes of women have changed a great deal since introduction into previously all-male MOS's. Most of those

interviewed did not, however, feel it was the opening of MOS's that caused the change in attitude, but the change in attitude that caused the openings. The average woman in the Army today, whether she admits it or not, is influenced by the women's liberation movement, and her attitude reflects this. Women would like to be able to volunteer for anything they feel qualified for, such as combat arms, but at the same time they do not want DA to arbitrarily assign them to such MOS's.

STAFF INTERVIEWS

At most Army installations visited, interviews were conducted with principal staff officers and unit commanders. Comments from staff officers and unit commanders were similar at most installations. A summary of interviews conducted at one installation, which represents typical comments received, is as follows:

-- Interview with male major: Women must be assigned selectively with regard to physical strength. Women in medical battalions are not strong enough to lift litters and erect MASH hospitals. A greater share of heavy work causes discontent among the men. Commanders must provide separate billeting facilities for women in the field, and must watch them carefully. Female physiology makes for a "built-in sick book." There should be a course to teach men how to use women in their units. Women should be integrated into their units and should be kept separate only as necessary. Competition with the men is a good feature of having women in the units. The women are better parachute packers than men. Competition makes men more productive. Having women in units causes administrative headaches.

-- Interview with male major: Women are much better clerk-typists than men; however, their productivity drops to unacceptable levels in the field. This is due to stamina, strength, and physical problems. More facilities and security are required for women in the field. Rear area security problems increase in the combat zone when many women are employed.

-- Interview with female major: Women take advantage of the system to obtain time off and even reenlistment bonuses which they will never earn. Women demand better facilities--both in garrison and the field. This way, the men will also get better facilities. Pregnancy reduces the deployability of the female force. Women parachute riggers are not strong enough to rig heavy loads. Our signal unit did not want to take its women to the field. Now they do, and the women live in pup tents. Every unit that receives women must go through an evolution. The biggest problem at this installation is that women parachutists want to wear the maroon beret.

-- Interview with female major: An 18-year-old man enlists for adventure. The women enlist to escape parental control and to find a husband. High female attrition can be curtailed by leadership and by not paying women for excessive time lost due to pregnancy. Female riggers should not be given the MOS if they are not physically capable. About 10 percent of the women have minor dependents. It is psychologically better for both sexes to have men and women integrated in the units. Women mentally don't want to get dirty. The Army has treated women fairly. When women are excessively absent, the men are left holding the bag and are very unhappy. Getting women through the first year is

the critical thing. Most women, with minor dependents, are not doing well. Forty-five percent women in any unit in a combat zone is too much. The unit would not be able to protect itself. The male 1st Sergeant is doing a splendid job supervising WAC's. The 1st Sergeant thinks women should replace men in combat, as in the old days, and that the Army is going overboard on women.

-- Interview with male LTC: Special Forces (SF) TOE's should not have women. An SF unit may be forward of brigade rear boundary. Personnel in operations base are replacements for forward team. Women are not physically strong enough for SF operation. Civil Affairs (CA) and Psychological Operations (Psy Ops) units have the same problem. Most of their teams may be required to go forward of brigade rear boundary. CA/Psy Ops units can tolerate sizable numbers of women if they are put in the right place. TRADOC has recommended to DA: No women in SF units.

-- Interview with a male colonel: His women lose a lot of time due to pregnancy. Women's absenteeism and inability to do hard or isolated labor cause dissatisfaction among the men. There is a vast difference in quality among women. Some of them are "damned" good. Billeting in the field and field sanitation are big problems, especially for small units.

-- Interview with a male commander: Women are not physically capable in SF operation. Only one out of 13 of his women would be deployable. He could use women only if they were "force fed." Absenteeism is a great problem. One girl was absent 104 days for pregnancy. "No way I could deploy out of here with girls." They are better than

nobody at all, but in the field they might be worse than nobody.

-- Interview with company 1st sergeant: He has five women assigned. He billets 48 women from other units. Of the 53 women, there were four illegitimate pregnancies in the last six months. The girls drive him crazy over little things; e.g., one went to the IG over not enough hot water. Discipline is no problem with women. Women seem to him to be civilians in uniform. Women don't pull their share of extra duties. He has a high opinion of nurses in the field. The Army should enforce current policies that pertain to women. Most men can find something good to say about women. He believes there are places for them in the Army.

VARIETY OF VIEWS AMONG OFFICERS

Views among male and female officers regarding the use of women in the Army vary greatly. Examples of some of the views of officers interviewed are contained in the following quotes:

- o Women should be afforded the opportunity to enter the combat arms--but they should not be involuntarily subjected to combat.
- o Women deserve all the privileges and opportunities that male soldiers have--women should be given no special considerations, and should not be treated as 'mascots' by male soldiers.
- o Women cannot do all the jobs men can do, because of strength limitations--therefore, it may be impossible for women to replace men on a one-for-one basis.
- o Current Army policies on restricting women from certain jobs are discriminatory and will eventually be ruled illegal by the courts.
- o Women will be in the service academies within 2-3 years.

- o Only a fool would try to fill the Army's jobs with women, if sufficient males are available--women are of less value as soldiers since they can't perform a combat function; and, they have a higher loss rate, with correspondingly lower productivity.

MAJOR PROBLEM AREAS IN WAC EXPANSION

Based on the interviews, it was determined that the Army has encountered four major problems in the expansion of women in the Army. These problems are (1) enlisting women into nontraditional MOS; (2) shortage of uniforms; (3) shortage of WAC NCO's; and (4) court cases initiated to obtain equal treatment for women and men.

COMBAT AND WEST POINT

Based on discussions with action officers and review of Army policies, it appears that the policies restricting women from combat MOS's and attendance of women at the US Military Academy are not subject to reconsideration, unless the Army is forced to reconsider by outside pressure. The Army feels that the courts or Congress will not mandate the use of women in combat.

There are doubts as to what the court rulings will be concerning the admission of women to the US Military Academy. The issue will probably be decided in court, unless it is previously ruled on by Congress. As indicated in an article contained in Army Times, 27 November 1974, whoever decides the issue has at least three problems to resolve: first, the nature of combat must be defined and women's place in it; second, public attitudes on the use of women must be determined; and third, a decision must be made whether the contention that the

Military Academy exists only to train combat leaders is valid.

The Army in part bases its position on not using women in combat on the premise that the public will not accept the use of women in a combat role. No recent research on public attitudes concerning this problem has been conducted and there are no plans for conducting such research. Findings from such research could give credence to the Army position, if the results were that the public does not desire women in combat roles.

SOME UNANSWERED QUESTIONS

Why women in the Army? Do they free more men for combat, the historical reason for the WAC? Is it a responsibility of today's more liberated woman to contribute to the defense of the free world? Is it a responsibility of the DOD to sexually integrate the Armed Forces?

With the change to an all-volunteer force, is it too difficult to sustain the force only with men? When the recruiting objectives for men were not being met, political pressure to meet those objectives may well have dictated that all actions, to include enlistment of women, be taken. A decision made in bad times, however, may be looked at with a different perspective in relatively good times when male recruiting is meeting its goal.

Is it all worth the effort in terms of dollars spent in expanding training facilities, dollars spent in equipping a female force, dollars spent in refurbishing housing to accommodate women, dollars spent in increased or diverted medical care for uniquely-female reasons?

One could question the basic decision to increase the utilization of women. A higher percentage of females are ineligible to reenlist upon completion

of their first-term of service, as compared with the male soldier. A higher percentage of women than men fail to complete their first enlistment. Only 13 percent of the women separated in FY 74 had completed a full tour. Females are more difficult to recruit; therefore, most recruiters tend to concentrate on male recruiting. Over 30 percent of the females separated in FY 74 were separated prior to the expiration of their term of service for family considerations.

Physical constraints on the part of the female soldier could also be said to hamper overall efficiency. Those duties which require difficult physical labor invariably result in calling on a man for assistance, or detailing more women to accomplish the task, thus degrading efficiency. Classic examples of this can be found in maintenance and medical units.

Statistics indicate that perhaps the question of equal pay for equal work should be reversed to require equal work for equal pay. In FY 74, as a percentage of total separations, nine percent of enlisted women were separated to accept commissions or warrants. Only .6 percent of the enlisted men had this distinction. Over 86 percent of women separated in FY 74 received honorable discharges, compared with male soldiers receiving only 73 percent. This could tend to support a commonly-heard contention from enlisted men that supervisors tend to be "easier" on the female soldier. A review of grades held at time of retirement further supports a contention that equal work for equal pay may become the male soldier's by-word. During the past four fiscal years, 63 percent of females retired in the top three enlisted grades;

only 60 percent of males retiring during the same period achieved these levels.

It could be said that the expansion of the role of women in the Army is an expensive national policy that cannot be financially justified at a time when the recruitment of male soldiers is sufficient to meet the needs of the Army. Social and political reasons, however, may well override the financial cost, but that is a decision to be made by other than the military.

CHAPTER IV

SURVEY RESULTS

THE EFFECTS OF THE EQUAL RIGHTS AMENDMENT ON ASSIGNMENT POLICIES FOR WOMEN

The rapid and extensive expansion of the number of women in the Army has created significant logistical and administrative problems. The most traumatic problem in this age of equal rights and equal opportunity for women, however, concerns the Army's utilization and assignment policies. Essentially, these policies allow women to be assigned to all but 36 military occupational specialties (MOS) which involve varying degrees of exposure to combat and prohibit their assignment to the combat arms or to deployable combat arms units. These policies gallantly avoid exposing women soldiers to some of the direct horrors of war, but they create two other significant problems. First, by denying women assignment to those MOS involving some direct exposure to combat, the question of equal treatment for men and women becomes a debate between chivalry and hypocrisy and will probably result in legal action by some combat-hesitant male soldier, who questions whether it is better for a man to be killed or wounded than a woman. Additionally, there is some question as to the validity of some of the 36 MOS being denied to women. It might seem reasonable to expect that a woman soldier could perform the duties of MOS 13E--Field Artillery Fire Direction Assistant; MOS 82C--Artillery Surveyor; MOS 17K--Ground Surveillance Radar Crewman; any of the eight MOS pertaining to the maintenance and repair of various missile systems; and possibly as crewpersons on Sergeant, Lance, and Pershing missile systems.

The second significant problem created by this policy concerns denying women assignment to deployable combat arms units. Women are now being trained for many MOS which are organic to combat arms units; e.g., supply specialists, wheeled-vehicle mechanics, radio mechanics, radio operators, and drivers. By relegating women trained in these specialties to combat support and combat service support units, the Army is severely limiting its flexibility in personnel assignments, is denying women a number of the more senior skill levels in those MOS for which they could compete, and is increasing the exposure time in combat for those male soldiers who have MOS which are also held by women. The same combat-hesitant male soldier may also legally question the justice of giving a woman the same rank and pay as a man when her service and potential are limited by her inability to go into combat.

Ratification of the 27th Amendment to the Constitution or related legal actions may very well force the Army to drastically alter its current assignment policies. If this almost-certain situation develops, it raises the question of whether women will continue to volunteer in large numbers for the Army if they know they will be subject to essentially the same assignment policies as men. To determine if the potential for such a problem exists, a brief ten-item attitude questionnaire (Inclosure 3) was prepared and administered to 193 Regular Army female soldiers undergoing basic training at Fort Jackson, South Carolina, and Fort McClellan, Alabama. These recent voluntary accessions were considered to be the most valid sample group to answer questions concerning acceptance of various assignment policies and their impact on the women's decision to enlist. The questionnaire surveyed the

attitudes of women on a wide range of possible assignment policies varying from prohibiting the assignment of women to an active combat theater to involuntarily assigning them to any duty for which they were mentally and physically qualified. The average age of the respondents was 20.67 years with 1.54 months of service. The adjectival responses of the questionnaire were converted to a numerical scale for purposes of computer analysis. The "Strongly Agree" opinion was given a value of 1, with progressively increasing values up to 6 for "Strongly Disagree." The specific results of the questionnaire are as shown with the questionnaire at Inclosure 3.

The strongest opinions expressed were on question #3, which dealt with women being allowed to volunteer for the combat arms. When compared with the average response to question #5, it appears that women want to be able to volunteer for any duty of their own choosing, but object to being forced into those duties. This conclusion is in agreement with the findings of a number of interviews and informal conversations with women of all ages and ranks.

The second strongest opinion concerned question #1. The average newly-enlisted woman feels that she should be subject to assignment to an active combat theater.

The bulk of the remaining questions deal with various possible duty assignment policies. Women generally agree with being required to qualify with an individual weapon to allow them to participate in the defense of their units. However, they increasingly disagree with being placed in duty assignments (questions 6 through 9) which put them progressively closer to direct combat duties. The responses indicate

that the average woman is willing to accept duty assignments involving indirect combat, and combat support down to company level, but does not feel that she should be assigned to positions involving direct combat.

A further analysis of the results indicates that the average newly-enlisted woman does not have strong views on any of the various assignment policy changes that could result from passage of the Equal Rights Amendment (ERA). The final question concerns willingness to reenlist if women are subject to involuntary assignment to any duty position for which they are qualified. Their average response of 3.49 and the median coefficient of 3.55 indicate that passage of the ERA could result in some losses in female accessions and retentions. To determine the possible magnitude of these losses, an analysis was made of the responses "Strongly Agree" and "Agree," which show an unwillingness to reenlist if a policy of involuntary assignment to any duty position for which they were fully qualified was implemented. Of the 193 responses, 43 indicated "Strongly Agree" and 28 indicated "Agree." The implication is that a totally indiscriminate assignment policy, based only on mental and physical qualifications, has the potential of reducing female accessions and retentions by about one-third. A separate computer analysis was made of the answers to the other 9 questions by the 43 women who responded to the last question as "Strongly Agree." On each of the other 9 questions, these women were consistently less militant than the average, indicating that their response to the last question was not whimsical. This is the most significant conclusion of this portion of the study of the role of women in the Army. It deserves further study and analysis of the possible impact of ERA on the viability of the US Army if a large segment of it is female.

TRAINING AND UTILIZATION OF WOMEN

With the expanded role of women in the Army, little has been accomplished in determining the real attitudes of both officer and enlisted men and women toward training and utilization. To this end, a survey was developed and administered at six installations to the following overall population:

Male officers	96
Female officers	79
Male enlisted	339
Female enlisted	<u>287</u>
Total	801

A copy of the survey is at Inclosure 4. Detailed results of the responses to each question are shown at Inclosure 5.

This survey must be considered exploratory in that it covers a broad range of subject areas and does not single out specific areas and examine them in depth. However, it is felt that it does provide an accurate overview of the attitudes of various groups toward specific areas that deserve additional study and examination. The survey was designed to determine attitudes and does not in any way question the validity of current policies, but rather attempts to show how the people who are affected by these policies perceive them.

An examination of the overall results of the survey indicates that female officers have the most liberal or progressive attitudes toward the role of women in the Army. Female enlisted soldiers appear to have a more conservative attitude, particularly in areas that require their participation in tasks that previously they did not perform.

The response to each question was based on an adjectival scale which was then converted to numerical values. The scale used with assigned numerical values was as follows:

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

The first question was developed to determine attitudes on permitting women to volunteer for the combat arms. The only group in favor of this action were female officers, and then only slightly so; the average response of this group was 2.8 on the previously mentioned scale. In response to the same question, male officers scored 3.9 and represented the group that was most strongly against such a policy.

Another interesting area was that of changing physical requirements for an MOS to permit women to enter the particular specialty. All groups disagreed with such a concept. Another directly related question stated that if physical standards were reduced for women, they should also be reduced to accommodate men; again, the attitude of all groups was against such a program. It is felt that this is a significant area, in that all groups reflect strong feelings that in order to hold any job, the person--male or female--must possess the physical capability to perform all tasks required of that job.

There were two other areas of interest, one dealing with mandatory arms qualification for women, and the other with women being required to perform all extra duties that their male counterparts perform. All groups except enlisted women were in favor of such policies; whereas enlisted women were the only dissenters, it must be borne in mind that, as a group,

they would be most directly affected by such changes.

Other observations reveal that men believe women receive preferential treatment while undergoing training. Also significant is the belief among all groups that women with dependents should not be given preferential treatment over their male counterparts, and that women with children should be permitted to remain on active duty.

In the area of management, a series of measured attitudes reflected how various groups felt about women being supervised by men, women being supervised by women, and lastly, men being supervised by women. Our data indicate that the attitudes of all groups reflect that women do not object to being supervised by men or women; but conversely, all groups reflect an attitude that men do resent being supervised by women.

The following reflects the results of the survey:

1. Women resent being supervised by men --

Average male response = 4.11 (67% in disagree group)
Average female response = 4.87 (85% in disagree group)

2. Women resent being supervised by women --

Average male response = 3.86 (63% in disagree group)
Average female response = 4.08 (62% in disagree group)

3. Men resent being supervised by women --

Average male response = 2.88 (69% in agree group)
Average female response = 2.46 (81% in agree group)

ATTITUDES TOWARD WOMEN AS MANAGERS

Introduction

In analyzing the long-range changes that may result from increasing the number of women in the Army, one fact became obvious: an increasing number of women officers will contend for managerial positions. If they are not allowed to assume such positions, the consequences may be serious. In order to study this problem, the faculty research adviser administered a questionnaire (Inclosure 6) that evaluated the attitudes held by officers (and sergeants major) toward women as managers.

Method

A scale was used which was a 21-item questionnaire originally designed and standardized by Peters, Terborg and Taynor at Purdue University. It measures the respondents' agreement or disagreement with questions that ask about the managerial skills of women (assertiveness, competitiveness, ambition, ability at mathematics), their acceptability as managers, and the degree to which their feminine qualities (child care, menstruation, pregnancy, alleged emotionalism, etc.) are seen as an asset or hindrance to their managerial performance. The questionnaire was originally given to 345 male and 196 female college students, who obtained the following scores on a scale where 147 is the maximum possible score indicating the most favorable attitude towards women:

Male College Students - 109.15
Female College Students - 152.27

This same questionnaire was given in our study to 950 Army officers, of whom 632 were men and 218 were women. The sample included officers

attending basic and advanced courses, the Command and General Staff College, and the Army War College. It also included officers of all ranks from second lieutenant to colonel. In addition, the sample included officers serving in combat and combat support arms.

Results

Results from the survey were similar to the findings with the original sample of college students. The scores of male and female Army officers were:

Male officers - 110.52
Female officers - 136.89

It is clear from these scores that male officers have much less favorable attitudes toward women as managers than female officers do. Men "slightly" agree that women should be managers, while women "strongly" agree that women should be managers. The scores of male officers do not differ significantly from those of male college students, but the female officers show a significantly more favorable attitude toward women as managers than is shown by female college students. Thus it appears that those women who enter the Army as officers are even more favorably inclined toward the concept of managerial roles for women than are typical female college students. These female officers thus represent a special group of women with strong managerial interests.

It was thought that there might be differences among the attitudes of male officers toward women as managers if we studied older officers, higher ranking officers, and combat arms officers. This did not turn out to be true. The attitudes of male officers toward women as managers were

not related to age, rank, or branch of service of these officers; this suggests that the attitudes male officers have about women as managers are fairly well formed by the time they reach adult life and are neither changed greatly thereafter as a result of longer service nor affected by the branch in which they have served. In the same way, it was found that older female officers of higher rank had the same overall attitudes toward women as managers as are held by younger female officers.

In an attempt to learn why men are less favorable toward women as managers, the scores of male and female officers were compared for each of the 21 questions in the scale. On all questions, men were less favorable than women were toward women as managers. However, the differences between men and women were largest on those questions which discussed the unique or allegedly-unique feminine attributes of women which the men felt reduced the capacity of women to be managers. Such questions dealt with pregnancy, the alleged greater emotionality of women, problems alleged to be associated with menstruation, loss of femininity among female executives, and the assumed preferability of having women care for their children rather than work outside the home. On these matters, the male officers regarded women managers as quite handicapped, whereas the women officers did not agree that these situations were handicapping.

CONCLUSIONS AND IMPLICATIONS

It is clear from these data that male and female officers have very different attitudes about the desirability and capability of women to serve as managers. The men are much less willing to concede that women can be good managers, and they are particularly apt to attribute

women's incapacity to such factors as menstruation, pregnancy, loss of femininity, "excessive" susceptibility to emotionality, and the conflicting need to care for children. This attitude on the part of male officers is remarkably similar to that found among male college students. Moreover, the intensity of this attitude is very similar among male officers of all ranks, and it is just as strong among combat support officers as it is among combat arms officers.

Women officers see the problem quite differently. They believe even more strongly than female college students that women can be capable managers, and that matters such as pregnancy, menstruation, and child care do not present major obstacles.

Because of these differences in attitude, some degree of conflict between male and female officers seems probable, since women will continue to seek positions of responsibility for which male officers feel they are not qualified. This conflict will become particularly strong if women officers remain in service and rise to positions of higher rank in large numbers. They will then contend for the already-limited number of more responsible positions which are available. If women attain these positions, the men may resent it; if the women fail to get these positions, they will resent it. In either case, problems loom on the horizon.

In order to avoid such problems, action will need to be taken to examine and modify the attitudes of both men and women. Are the men showing an unreasonable prejudice which will diminish as they observe women serving successfully as managers? If so, then if women demonstrate their competence, prejudice against them will decrease. Are the men going to act on the basis of their present attitudes and openly or

covertly block the advancement of women? If so, they will be violating military policy and the law, and problems are bound to follow. Are women going to discover that pregnancy, child care, and the problems involved in meeting the dual responsibilities of career and marriage are really more serious handicaps than they have been willing to admit? If so, then they will either have to lower their expectations or seek help in the form of child care services, more appropriate assignment policies for husbands and wives, modified career patterns for women, etc., which will allow women to serve successfully at higher levels of responsibility.

In summary, the differing attitudes of male and female officers indicate that problems are likely to arise in the future as more and more women seek to be military managers. To avoid such problems, it will be necessary to deal with the attitudes of both men and women, and to provide women with any special assistance they may require in order for them to have the best chance of functioning successfully in managerial roles.

CHAPTER V

SUMMARY AND RECOMMENDATION

As can be readily expected when surveying a wide spectrum of a particular population, many views appear at both ends of the spectrum.

It is particularly pleasing to observe, however, that in general the WAC expansion program has gone exceedingly well. Credit for this success must be given to the entire Army establishment, with particular credit to the General Officer Steering Group appointed by the DCSPER/DA, which managed to use its influence to expedite policies and actions through the bureaucracy. The positive attitudes witnessed within TRADOC must also be given credit for achievements reached at this stage of the expansion program. However, some caution must be expressed, and actions taken to preclude this moving train from foundering near the end of the line.

Evidence is readily apparent, as previously recorded at the conclusion of World War II, that success in training is not determined by sex. Rather, success is determined by insuring that an individual is qualified mentally and physically prior to entrance into training, whether the entrant is male or female. The question then becomes, what qualifications are necessary to perform the duties of a particular MOS, not whether or not a female can do a particular job. In defining the requirements of a particular MOS, the entire spectrum of that MOS must be analyzed, to include the requirements for field duty and susceptibility for such additional duties as guard, KP, charge of quarters, etc.

With a determination of this sort, the question of equal pay for equal work will become moot, except for the sociological question of whether or not women should go into combat. With the inherent possibility that most males are susceptible to combat duty, and the female not susceptible to that possibility, the question of equal pay for equal work will forever be prevalent in the mind of the male soldier.

The opinion of many of our congressional and military leaders regarding our society's alleged lack of acceptance of American women in combat is suspect. Analysis of data gathered by this research group tends to indicate that such a perception is not necessarily true.

It does not appear to be a question of whether women can, will, or should fight but, rather, a question of will they be allowed to fight or be put into a position where they may have to fight. This attitude is obvious with the female officer; however, the new young female recruit has no apparent inclination to partake in the combat environment on an involuntary basis.

It is apparent to this research group that, with a few minor exceptions, the traditional problems of expansion (housing, training, and clothing) have been or are in the process of successful resolution. Further study and definitive action is required in what may be defined as nontraditional areas.

Of greatest need is further attention to the two inclusive areas of efficiency and morale. It is apparent that certain functions cannot be accomplished on a one-for-one basis when comparing the male and female. Staffing criteria must be altered, or work requirements changed, to accommodate the deficiencies in physical capabilities and

lost time peculiar to the female. Additional training appears to be the solution to what we chose to identify as the implications of morale in the expanded female force. There is a definite indication that a large percentage of male supervisors are insufficiently trained to properly supervise a female subordinate. This inability is particularly apparent in the work environment, where female soldiers are fairly new to the organization; it is a point of irritation to both the male and female soldier when they see a female soldier "putting it over" on the boss or being excessively protected by a supervisor. It was apparent to the study group, however, that this situation is seldom encountered at those installations which have had a significant number of female soldiers assigned over a long period of time.

In the final analysis, what the research group has attempted to do is to surface some of the long-standing irritants concerning the utilization of women in the US Army, and to examine the whole subject from an impartial and aloof viewpoint. The group has not tried to "take sides"; rather, it has tried to approach the problem from the overall standpoint of what is best for the US Army. Wherever possible, the group has also tried to identify incipient problems or irritants, in an effort to help inform the Army's decisionmakers of the future.

The research group fully realizes that the period of time allotted to this study is insufficient to uncover all possible problem areas concerning women in the Army. We make no claim to having all, or even most, of the answers. Accordingly, it is recommended that other groups continue to research the subject in an attempt to further resolve the various issues involved in such a complex subject.

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UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF COLUMBIA

BARBARA PARISE, et al.,)	
)	
Plaintiffs,)	
)	
v.)	Civil Action No. 74-1896
)	
JAMES R. SCHLESINGER, et al.,)	
)	
Defendants.)	AFFIDAVIT

I, Brigadier General James M. Wroth, being first duly sworn, do state that I am presently Director of Plans, Programs and Budget, Office of the Deputy Chief of Staff for Personnel, Department of the Army, and Chairman of the General Officer Women's Army Corps (WAC) Expansion Steering Committee, the Pentagon, Washington, D. C. (Enclosure A, Biographical Sketch).

This affidavit recites those factors used to determine the number of women that are presently and in the near future to be recruited for the Army. For the most part the factors stem from two premises: that the primary mission of the Army is combat, and that our country at this time in history does not countenance the use of women in direct combat roles. Accordingly, a minimum number of men are required to maintain a state of constant combat-readiness. Because of statutory personnel ceilings, there is a corresponding maximum number of women that the Army can assimilate and utilize in any given period. We establish female recruiting objectives in accordance with these constraints.

The Secretary of the Army has a policy that we should recruit, to the maximum possible extent consistent with our personnel requirements, those who are the best qualified to be effective soldiers. Experience has taught us that aptitude test scores and educational attainments are good indicia of soldier potential. Accordingly, within each class of potential enlistees -- both men and women -- we have set our standards as high as possible. Thus far we have been able to fulfill our female

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recruiting goals using standards that are somewhat higher than those used to ensure the recruiting of adequate numbers of men.

1. The History of the present WAC Expansion Program.

In August of 1972, Secretary of the Army Froehke approved a plan that, among other things, doubled the rate at which women were to be enlisted into the Army. (Enclosure B). This plan was in some ways a cautious one as the Army had no recent experience in integrating a large number of women into our predominantly male force. There were serious doubts among many of our experienced commanders and personnel managers that we could recruit, train, house, clothe, and properly utilize such a rapid and large increase in the number of women.

By the spring of 1973, the rapid increase of identifiable jobs for women, the success in female recruiting, and the increasing desire of women to remain in the service made it apparent that the August 1972 plan had underestimated our ability to attract and utilize women. Thus, in July 1973, a select group of officers from the Army Staff and from major field commands began a series of weekly meetings to expedite the development of a new plan. This group, the General Officer WAC Expansion Steering Group, was initially chaired by Major General Eugene P. Forrester and has continued under my chairmanship since his departure in October of 1973.

A new plan was developed, (Enclosure C), and it was approved in October 1973. The plan was to raise WAC enlisted strength from the 1972 level of 12,300 to approximately 50,400. Additionally, the maximum number we could assimilate per year was determined, and enlistment quotas set accordingly. The figure for this fiscal year, for example, was 17,200.

II. How the 1973 Plan Derived a Goal of Approximately 50,400 Women.

The initial premise for the 1973 plan was that the mission of the Army is combat. A corollary was that our nation at this time in history, as with every other nation in the western world, does not condone the use of women in direct combat roles. (Enclosure D, Memorandum from the Deputy Chief of Staff for Personnel, 26 April 1973; Enclosure E, extract of testimony of Secretary of the Army Callaway before the House Armed Services Committee, 14 February 1974). It was and is my opinion, and that of the Steering Committee, that the interests of the United States would not be furthered by placing women in a direct combat role.

The second premise was that there are legislative limitations upon the number of people we can have in the Army. * Within this limitation the Army must necessarily ensure that minimum combat personnel requirements are satisfied. Many interrelated factors were considered in this calculation. The first is obvious: Only men may serve in the 36 skills ** that are associated with combat and close combat support, or in jobs in the remaining skill areas that are in combat units. The second factor was that, in consideration of privacy of the sexes, there are some jobs, such as barracks sergeant for male training units, that are unsuitable for women, just as there are some unsuitable for men. Those jobs that could be occupied interchangeably by men or women were specifically so identified. Third, and not as obvious, was that promotion opportunity and stateside duty rotation must be preserved for combat soldiers. There are large, set requirements for combat soldiers overseas and in the higher enlisted grades. To make mobility of all kinds for all types of soldiers equal, the numbers of men and women in lower ranks by skill and stateside assignments were made proportional to the numbers in higher ranks and in overseas assignments. The most restrictive of these constraints by skill established the minimum requirement for men, and thereby the maximum number of women, for entry into each skill. The skills were then totalled and enlistment goals were set, considering,

*Public Law 93-365.

**Army Regulation 611-201, Chapter 4, 1 October 1973. (Enclosure F).

of course, short range factors such as the many open positions in higher grades that would take a few years to fill and the retention of many women past their first term of service. As the rationality of the procedure depends upon these factors, they are described in more detail.

Each unit within the Army has an authorization document that details by rank and skill each job within that unit.* Each job was, and is, coded: male, only, female only, or male or female interchangeable. (Enclosure H, Army Regulation 600-200, including change, dated 16 Dec 1974). The coding was done by local commanders, pursuant to instructions that their effort was to be directed at opening positions for women, not closing positions to them. (Enclosure I).

Criteria for coding the jobs were as follows:

1. In a combat unit, all positions were coded male only. This included jobs that could be interchangeable in another type unit: Compare, for example, a jeep driver in a rifle company (male only because of the mission of the unit) with a jeep driver at a training center (interchangeable).
2. Positions requiring the 36 combat skills were coded male only. This included positions in units whose mission is not actual combat: for example, an instructor of infantry unit tactics at a training center.
3. Positions where privacy of the sexes is important were coded either male only or female only: for example, a barracks sergeant in a female Basic Training Company was coded female only.
4. Other positions were coded interchangeable.

In July 1972, there were only 17,000^{**} positions that were coded as interchangeable or as female only. In conjunction with the initial WAC

* Army Regulation 310-49. (See Enclosure G).

** The Army Authorization Documents System Data Base, Headquarters, Department of the Army, United States Army Management Systems Support Agency (June 1972, June 1973, June 1974, Dec 1974).

expansion program, a concerted effort was undertaken to identify additional interchangeable positions. (Enclosure I). To this end, a report (Enclosure J, The Army Authorization Documents System Summary Interchangeable Report, see especially the last page) was and is prepared quarterly to inform personnel managers of new spaces designated interchangeable. In July 1973, when the second WAC expansion plan was formulated, there were 53,588 jobs suitable for women. This factor was the dominant one in most job skills and hence was the predominant factor behind the increased 50,400 goal.

The next factor considered was that the Army personnel system must ensure equal career progression within each skill for soldiers, men and women, combat and non-combat, and must ensure that Army combat needs in higher ranks are fulfilled. The Army has nine enlisted grades or ranks: E1 through E9. Male only positions had been designated for each grade within each skill or military occupational specialty. The following example from the current grade structure shows the differing ratio by grade of male only positions for track vehicle mechanics:

Grade	Total Jobs Authorized	Male Only (Combat) Jobs	Non-combat Unit Jobs	Ratio of Male Only Combat Unit Jobs to Total Authorization
E8	223	189	27	.8-.7
E7	929	682	225	.734
E6	680	370	.248	.544

Thus, it can be seen that if women were to fill all of the non-combat jobs at grade E6, equitable promotion policies would result in insufficient numbers of male E8's to meet combat requirements. In addition, the pool from which to draw combat non-commissioned officers, who are essential to the Army, would be disproportionately small. To prevent

* The Army Authorization Documents System Data Base, Headquarters, Department of the Army, United States Army Management Systems Support Agency (June 1972, June 1973, June 1974, Dec 1974).

** Womens Enlisted Expansion Model, United States Army Military Personnel Center. (Enclosure K).

this situation, 84 percent of the E6 grade was reserved for men.

Alternately, promotion opportunity for women would, of necessity, have been forced below that for men in order that sufficient men were available to fill these combat jobs.

Equitable assignment policies also affected the number of spaces assigned to women. There were and are a large proportion of combat troops stationed outside the continental United States:

	<u>Continental United States</u>	<u>Outside Continental United States</u>
Total	361,206	275,796
Number Combat	141,196	143,589

Army Regulation 614-30, (Enclosure L), establishes policies for assignment of personnel overseas. For the most part, the policy requires that assignments be based on the needs of the service and on equity.

To ensure equity, each occupational specialty and grade are analyzed, and the number of spaces allocated to men and women adjusted so that the combat troops in Europe and Asia are allowed to spend their fair share of time in the United States.

There is one additional factor that is computed, the management factor. An attempt was made to locate desirable jobs, for the sake of fairness and morale, and allocate those jobs among the many men and women in the Army. For the most part this would be combat soldiers. This factor was never the dominant one in the computation; and it affected the total number of women very little.

Thus, in October of 1973, using the above calculations, we established that 50,400 was the number of enlisted women the Army could effectively employ, consistent with national defense.

*

Military Authorized & Accountable Strength Report, Headquarters, Department of the Army (Report Control Symbol: Deputy Chief of Staff for Personnel 179 31 December 1974).

III. The Reasons Why the Increase to 50,400 Women was Spaced Out Over Six Years.

The introduction of 50,400 women into the Army has taken considerable planning. In October of 1973, when the 50,400 women goal was set, there were several constraints placed on the number of women that could be enlisted immediately.

The first was that many of the positions designated for women were in other than the grade of private. Thus, to fill the total number of positions designated for women required and still requires a period of years, so that accessions are able to gain the experience needed to progress into the higher enlisted grades. The chart below details time in service requirements for promotion eligibility in all of the military services:*

Fiscal Year 75 Department of Defense Grade Plan Guidance

<u>Promotion to Grade</u>	<u>Time in Service Required</u>	<u>With Authorized Waivers</u>	<u>% Who May be Waivered</u>
E-9	18 years	10 years	10%
E-8	14 years	8 years	10%
E-7	10 years	6 years	10%
E-6	6 years	4 years	10%
E-5	3 years	18 months	10%
E-4	21 months	6 months	25%
E-3	12 months	Active Duty Entry	25%
E-2	4 months	Active Duty Entry	20%

When compared with the number of interchangeable spaces at the higher grades, the present number of enlisted women demonstrates that time is needed for women to gain experience to fill these positions at the higher grade levels:

* Department of Defense Budget Manpower Guidance, 30 July 1973

Top Five Enlisted Strength by Grade*

<u>Grade</u>	<u>Enlisted Women(EW)</u>	<u>Enlisted Men(EM)</u>	<u>Interchangeable Spaces</u>
E-9	7	3,607	960
E-8	90	12,276	4,105
E-7	321	45,492	17,757
E-6	768	70,727	25,141
E-5	2,855	91,860	44,781
Total	4,041	223,962	92,746
Total EM/EW	33,309	636,240	
% of Total			
EM/EW who	12.3%	35.2%	
are in grades			
E5 thru E9			

This limitation was a dominant reason in our decision to space out the strength increase over a six year period.

Experience shows that it takes about 18 months lead time to procure WAC uniforms. In the August 1972 expansion plan, we attempted to compress this time. By early 1973, we were forced to limit WAC enlistments below our planned intake because we had been unable to procure uniforms in time. It should be stressed that this problem is minimal at the present time, assuming we continue with the 1973 plan, although some uniform items are still in short supply.** However, any substantive increase to the current planned intake of women would again require considerable lead-time to procure additional uniforms.

Because we believe that a reasonable degree of privacy between the sexes is appropriate, we cannot move women into most current barracks as one-for-one replacements for men. We found it is frequently necessary to modify existing barracks to provide the required privacy. Again, lead time of varying periods, depending on the extent of modification required, is needed to fund, contract, and complete the modification.

* Strength of the Army Report, 31 Dec 74, Headquarters, Department of the Army (Report Control Symbol: Deputy Chief of Staff for Personnel).
 ** Memorandum for Assistant Secretary of the Army. (Enclosure M).

As a result of WAC expansion planning, Army policy has been changed to require that new barracks construction be of a design that can be occupied by men or women without modification.* For the foreseeable future, however, many barracks require modification in order to accommodate women. We are attempting to alleviate the problem presently by allowing women to live off military reservations, but this solution is an expensive one, both to the soldier and to the Army.

For reasons related to their eventual jobs, men receive Basic Combat Training and women receive Basic Training that is somewhat different. As a result, the male/female mix of new enlistees must be used to plan and prepare for separate training. This requires lead time. (Since approval of the 1972 WAC expansion plan, skill training for women is integrated with similar skill training for men.)

The Army is presently short of women to supervise Basic Training. A disproportionate share of women NCOs are already committed to recruiting. 379 of the 4,041 women in grades E-5 and above are presently required to sustain the recruiting force.** Similarly, 280 are required for the WAC training base. Thus, our obligation to train women requires that we space out desired accessions. In addition, there are presently insufficient WAC Non Commissioned Officers to supervise the barracks living of the rapidly increasing number of women assigned to units throughout the Army. Time is the only solution to this large grade imbalance, both for training centers and for regular units.

In sum, the plan was and is to increase the utilization of women at a pace consistent with military planning requirements, most importantly, grade structure and training capacity. The chart below depicts the October 1973 plan:

* See Enclosures N, O, and P.

** This compares to 6420 out of 223,962 of men grades E-5 and above.

Expansion of the Women's Army Corps

Planned WAC Enlisted End Strength By Fiscal Year

<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>	<u>FY 75</u>	<u>FY 76</u>	<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>
12,400	16,500	25,400	34,400	40,000	44,400	47,300	50,400

Non-Prior Service (NPS) Accessions Required to Meet FY End Strengths

<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>	<u>FY 75</u>	<u>FY 76</u>	<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>
6,000	9,500	14,400	17,200	17,200	18,000	18,000	19,000

Achieved 15,446 NPS accessions in FY 74 (Total EW, end FY 74 - 26,328).

IV. Our Present Status Concerning Computation of The Number of Women Needed by The Army.

Basically, it was and is our intent to recruit as many women as we can use, consistent with total strength authorizations and male combat requirements. Guidance from the Chief of Staff and the Deputy Chief of Staff for Personnel wisely envision a succession of actions that increase the utilization of women at a pace consistent with military requirements. (See Enclosure C).

The model used to arrive at the 50,400 figure is being refined and computerized. We have, however, recently determined that sound management compels consideration of a factor that was not included in the logic of the 1973 model. The initial identification of interchangeable positions was done solely on a position-by-position basis. As more positions have individually been identified as being suited for interchangeable occupancy by either men or women,* it has become apparent that there are units in the Army whose mission capability may be impaired by an unbalanced mix of men and women. For example, we believe that military police units at most posts should have both men and women to facilitate search and handling of suspects. Similarly, medical units that have both male and female patients require some mix of male and female medical corpsmen to attend the needs of patients. These facts are known conceptually, but currently available data does not quantify their impact on the total number of women we can use. Thus, we are presently conducting a thorough study to determine the maximum and minimum number of women per unit in the Army.** Two comments on the study are in order: First, we hope to have the study completed by this summer so that we can establish more precisely

* United States Army Management Systems Support Agency Report Control Number PH-0374-75, 14 February 1975.

** United States Army Training and Doctrine Command Study. (Enclosure Q).

the maximum number of women we can effectively employ. Second, we believe it would be imprudent to change the current goal of 50,400 prior to completion of this study.

The factors that go into the present model, from rotation and promotion policies to mission readiness, are important considerations. The Army needs to enlist and retain good combat troops. The draft did not require that a premium be placed on recruiting, and it has now become necessary to ensure that citizens want to become combat soldiers, and that combat soldiers want to remain in the service. Our personnel management policies must be designed to support this volunteer concept. Job satisfaction, career progression, and an attractive assignment policy are key factors in retention.* Thus, we must be able to rotate males from short tour assignments overseas to stateside tours to long tours overseas and back again within their grades and specialties to maintain and raise our retention results. And we must maintain equal opportunity in promotions.

V. Standards for Enlistment

Once the numbers of men and women needed to meet authorized strength are determined, logic compels and Army policy provides for enlisting the best qualified from those who desire to enlist. Thus, it is Army policy to set enlistment standards at the highest level consistent with our ability to meet personnel requirements. As demonstrated below, education and test scores bear a demonstrable relationship to the military performance of enlistees. Statistically those with high aptitude scores perform better than those with low aptitude scores, and high school graduates make better soldiers than high school dropouts.

* Survey of Attitudes, 1st Term Soldiers Towards Reenlistment, May 1973, N. W. Ayer & Son.

Army Regulation 601-210 (Enclosure R) specifies enlistment standards for men and women that are identical, with three exceptions:

1. Women must be 18 while men need be only 17;*
2. Women must be high school graduates or equivalent, while men need not be;
3. And women must be in a higher test score percentile qua women than men need be qua men.

It should be noted that the retesting rules are the same for both sexes.

The reasons that the standards are different is simple: There are set numbers of men and of women that can enter the Army. Men compete with men for men's places, and women with women for women's places. Presently, competition for the women's places is keener, and thus the standards are higher. //

We believe that the standards used to distinguish those we accept from those we do not bear a substantial relationship to success in the service. A high school diploma or equivalent is very relevant in predicting such success.** The high school graduate is preferred because our data indicate that they are more apt to be successful soldiers. (Enclosure T). Non-high school graduates are more likely to receive early discharges for adverse reasons. The magnitude of this phenomenon is reflected in the following example: Only 1.8% of male high school graduates that were Fiscal Year 71-72-73 enlistees were separated with less than six months service for unsuitability, unfitness, misconduct, the good of the service, or as a result of punitive discharges, while 3.1% of non-high school graduates were so separated. We have not accepted women without a high school diploma since

* As with differences 2 & 3 our studies show that age correlates with better performance as a soldier. Male Non-Prior Service (NPS) Enlisted losses, First 24 months. Headquarters Department of Army March 1974 (Report Control Symbol: Deputy Chief of Staff for Personnel 374) (Enclosure S).

** The Congress recognizes this also. Public Law 93-328 required that a minimum of 55% of non-prior service enlistments be high school graduates in Fiscal Year 1974.

1948. But experience with men indicates to us the value of a high school education.

Similarly, the Trainee Discharge Program,* initiated on 1 September 1973, shows that non-high school graduates have a propensity for discharge under this program that is almost two times that of high school graduates.

This chart portrays the loss rates:

Trainee Discharge Program (%)*

<u>Basic Active Service Data</u>	<u>Male High School Graduate</u>	<u>Male Non-High School Graduate</u>
Aug 73	4.3	11.2
Sep	5.0	12.0
Oct	6.2	13.0
Nov	5.8	13.2
Dec	6.6	12.3
Jan 74	6.3	12.5
Feb	6.8	13.2
Mar	8.5	13.7
Apr	10.1	16.9
May	11.5	19.2
<u>Jun</u>	<u>8.1</u>	<u>14.8</u>
Avg.	7.2	13.8

NOTE: Rates are computed for personnel who have completed training under the Trainee Discharge Program (0-179 days) and are the total losses divided by the initial population,

Courts-martial rates indicate a similar correlation between a high school diploma and success in service:

Fiscal Year 1974 **

<u>Education</u>	<u>% of Those Accused of Court-Martial Offense</u>	<u>% of Enlisted Force June 1974</u>
Less than High School Grad	57.9	26.5
High School Graduate (GED included)	34.6	61.8
Others	7.5	11.7

* The trainee discharge program was initiated to eliminate trainees who have less than 180 days of active service or have not been awarded a military occupation speciality. Discharges are for trainees that are not suited for military service due to aptitude, attitude, or motivation. They must also be trainees in Basic Combat Training, Advanced Individual Training, on-the-job training, or in a Service school. Trainee Discharge Program Monitoring Report, Headquarters Department of Army.

** Analysis Paper by the Assistant Judge Advocate General of the Army for Military Law, Enclosure U.

We also feel that our aptitude test scores are good indicators of future success. Both men and women take essentially the same battery of tests. The Army Classification Battery has 15 subtests. Many are used to determine specific aptitudes. The test score used to determine general trainability and thus admission for men is the Armed Forces Qualification Test. * It totals 3 subtests: word knowledge, arithmetic reasoning, and pattern analysis. The women's score, the Armed Forces Womens Selection Test, does not use pattern analysis. The three tests have been satisfactory for predicting trainability for men while the two tests have been satisfactory for women.

Persons who score higher on entrance tests are more likely to avoid disciplinary and legal problems during their initial months of service:

Fiscal Year 71-72-73 Enlistees **
Separated with Less Than 6 Months Service

<u>Mental Category</u> <u>(Score)</u>	<u>% of Total in Service</u> <u>That are Discharged</u>
I (93-100 percentile)	0.7% (170)
II (65-92)	1.6% (2,358)
III (31-64)	2.7% (6,453)
IV (10-30)	2.7% (2,387)

Persons with higher scores perform better during initial training, as indicated by the numbers of soldiers who are discharged due to unsatisfactory performance during initial training:

TDP LOSS RATES ***

<u>BASDT</u>	<u>MENTAL CATEGORY</u>			
	<u>I</u>	<u>II</u>	<u>III</u>	<u>IV</u>
Aug 73	1.8	4.4	7.9	9.3
Sep	3.9	5.1	9.2	10.4
Oct	2.6	6.5	11.2	11.5
Nov	1.9	7.3	11.3	12.0

* Both the men and womens tests are measures of general trainability for military service. US Army Research Report 1179, September 1973.

** See Enclosure T

*** Loss rates in training as a result of TDP rates expressed as a percent of accessions. Source: Deputy Chief of Staff for Personnel Reports 41 and 46.

BASDTMENTAL CATEGORY

	<u>I</u>	<u>II</u>	<u>III</u>	<u>IV</u>
Dec	4.8	7.0	10.9	12.5
Jan 74	4.0	6.4	10.0	12.4
Feb	1.6	6.6	10.7	12.2
Mar	4.4	6.4	11.9	14.0
Apr	3.0	9.7	14.7	15.9
May	10.0	11.3	16.2	18.0
Jun	<u>5.9</u>	<u>7.1</u>	<u>11.8</u>	<u>13.3</u>
Ave	4.0	7.1	11.4	12.9

Courts-martial rates correlate in a similar fashion:

<u>Mental Group</u> <u>(Score)</u>	<u>Fiscal Year 1974*</u>	<u>% of</u> <u>Enlisted</u> <u>Force</u> <u>June 1974</u>
	<u>% of Those</u> <u>Accused of</u> <u>Court-Martial</u> <u>Offense</u>	
I (93-100 percentile)	2.2	4.1
II (65-92)	14.8	28.5
III (31-64)	35.7	49.9
IV (10-30)	33.4	17.5
V (0-9)	3.3*	
Unknown	6.6	

We upgraded the entry standards for women in 1971 by raising the minimum qualification scores from 50 to 59 percentile. The change had an impact on basic training: Completion rates during calendar year 1972, when all WAC enlistees were enlisted under the new standard, was two percent higher than 1970, the last full year under the previous standard.

* Enclosure U.

** These individuals were not enlisted. They were administratively accepted through the draft in cases where a determination was made that they deliberately scored low in order to avoid military service.

Losses for adverse reasons (unsuitability, unfitness, misconduct, desertion, good of the service) were greater for 1970 WAC enlistees than 1972 WAC enlistees by one percent.

Clearly, the Army would prefer that all enlistees, both male and female, be high school graduates who are 18 years of age or older and are of high mental ability. But our experience has demonstrated that our required male personnel requirements could not be met with male enlistment standards raised to this level. * We do, however, endeavor to enlist the best qualified, and successes in male recruiting over the past few months caused the Secretary of the Army to raise male enlistees' minimum acceptable test scores in October 1974. ** They were raised from the 10 to 16th percentile. On the other hand, our experience has also demonstrated that we can attract all of the female enlistees that we can utilize without lowering current female enlistment standards: *** Indeed, we exceeded our Fiscal Year 1974 target of 14,900 female accessions. In view of this experience, and in view of the fact that more and more women are discovering the Army to offer attractive career opportunities -- first term re-enlistment rates for women have risen from 30.6% in Fiscal Year 1972 to 52.8% in Fiscal Year 1974, and to 60.8% for the first half of 1975 **** -- we are fully confident that we will continue to attract all of the women that we need under current enlistment standards.

We do not use, and do not propose to use, the higher standards for women as a means for limiting the number of women in the Army. Rather, these standards operate solely to distinguish, among female applicants, those best qualified to serve in the Army.

* General Research Corporation, US Army Contract Study # DAHC 19-69-C-0017

** Enclosure V.

*** Indeed, we believe that we could, if our needs so demanded, recruit two to three times the number of women now admitted using the same high enlistment criteria. See Enclosures W and X.

**** Strength of the Army, Headquarters Department of Army, Monthly Report (Report Control Symbol: DCSPER-46).

VI. Our Successes and Present Efforts at Increasing The Number of Women in the Army.

We are rapidly expanding the opportunity for women to serve in the United States Army. At the end of Fiscal Year 1972, only 39% (183 out of 468) of the Army's types of jobs were open to women. Today that figure is 92% (422 out of 458).^{*} At the end of Fiscal Year 1971, there were 11,825 enlisted women in an Army of 1,123,810 (1.05% of the force). At the end of December 1974, the number of enlisted women had risen to over 33,500 in an Army of 785,000 (4.3% of the force).^{**} Thus, the share of the Army force comprised of women has increased over four-fold in three and one half years. This increasing share of women in the Army is planned to continue for at least the next four years, based on our goal of 50,400 in Fiscal Year 1979.

June 30, 1974 ended our first full Fiscal Year of experience with recruiting an all-volunteer force. Our efforts were successful, and we slightly exceeded our designated end strength for enlisted personnel. Our female accession target of 14,100 women was exceeded with 15,446 enlisted.^{***} In view of our success, we are fully confident that the original 1975 female accession figure of 17,200 will be reached or exceeded, and the quality of the accessions will be at least equivalent to the 15,446 females enlisted in 1974.

The General Officer WAC Expansion Steering Group continues to meet on a monthly basis to monitor the present program and consider possible changes for future years. The Steering Group also monitors an on-going program to review all Army policies, procedures, and regulations with a view towards eliminating male/female differences, or ensuring that

* Change 2, 1 July 1974 Army Regulation 611-201, 11 Oct 1973 (Enclosure F)

** Strength of the Army, Headquarters Department of Army, Dec 1974 (Deputy Chief of Staff for Personnel Report Control Symbol-46)

*** Thus, we are having to make adjustments to present accession rates. See Enclosure Y. I should note that the goals we set, despite our efforts to the contrary, are approximations. We have found that we are presently able to handle a few more than we projected, and, thus, are presently taking a few more.

the differences are based on military necessity. Examples of changes completed of this nature include:

- a. Changing policy for command to permit women to command men;
- b. Causing enlistment options to be the same for men and women;
- c. Opening additional skill areas to women;
- d. Modifying overseas tour lengths to make them the same for men and women;
- e. Revising design criteria for barracks construction to make new barracks suitable for both men and women.

As previously mentioned, we are updating our computer model, assessing the proper male/female mix in each unit and continuing to identify interchangeable positions. We plan to complete our review of planned WAC strength this coming summer.

Last, we are continually reevaluating our testing procedures, to include the conduct of research into testing systems which we hope will more accurately predict success for all enlistees.

VII. Conclusions

The United States Army is a combat force dedicated to the defense of the United States.

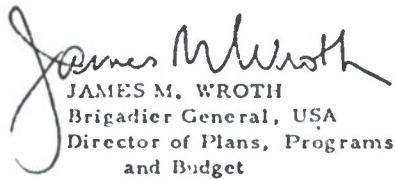
No armed force in the western world today, including Israel (Enclosure Z), trains women for combat or assigns them to combat roles.

Our calculations center on the combat soldier. But, consistent with his needs, we are expanding the role for women in today's Army.

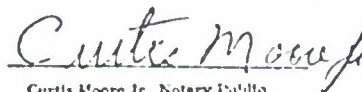
Our approach is not irrational and discriminatory but is based on military necessity. We are concerned, as is every employer, that we employ the highest quality people available.

During the last three years we have seen a dramatic increase in the use of women in the Army -- both in numbers and in the spectrum of skills open to women. At the same time, we have been able to achieve this increase while selecting potential female enlistees with the greatest probability of successful military service.

I have witnessed greater changes in the attitudes, uses, and acceptance of women in the Army in the last three years than in the previous 20 years of my career. I fully expect to see more. Yet, we cannot allow our desire to equalize opportunities for males and females compromise our ability to field an effective fighting force.


JAMES M. WROTH
Brigadier General, USA
Director of Plans, Programs
and Budget

SUBSCRIBED TO AND SWORN BEFORE ME THIS 27th DAY OF FEBRUARY 1975
AT ARLINGTON, VIRGINIA.


Curtis Moore Jr., Notary Public
County of Arlington
State of Virginia
My Commission Expires July 13, 1975

INCLOSURE II



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
FORT MONROE, VIRG NIA 23681

ATCD-0

9 April 1975

SUBJECT: WAC Content in TOE Units

HQDA (DAPE)
WASH DC 20310

1. Reference DA letter, DAPE-MPE-CS, 13 December 1974, WAC Content in TOE Units.
2. TRADOC has completed the doctrinal review of TOE documentation directed by referenced letter and the results are forwarded herewith.
3. There is no perfect way to arrive at a maximum ceiling on the number of women who can be assigned to TOE units without degrading the unit's capability to perform its mission. The determination of specific percentages to express ceiling limitations is largely a subjective exercise. The primary considerations which governed our determination of these percentages included, in addition to guidance contained in the DA letter, the following:
 - a. The closer to the line of contact a unit habitually operates, the lower should be the maximum permissible female fill. These units are more apt to be called upon to engage in combat even though that is not their primary mission. A relatively low female fill in these units is, we believe, quite consistent with current DA policy that we do not intend that female soldiers engage in combat. Other reasons include physical demands placed on these units by virtue of the need to displace often and to prepare defensive positions.
 - b. Units which require a higher proportion of demanding physical work and activity on the part of its soldiers should have a lower percentage of female fill. Consideration was also given to the method of employment (i.e., remote location, unit dispersion, etc) of typical units. With all considerations in mind, the following general grouping with ascending percentages of female fill were identified:
 - (1) Combat support - Tasks generally heavier in nature, isolated operations, unit dispersion, frequent displacements.
 - (2) Logistical support - Physically demanding, less frequent displacements.

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S U B J E C T: WAC Content in TOE Units

(3) Administrative support - Least physically demanding, infrequent displacements.

c. CAT II and III TOE units considered in this study except for CONUS unique units are subject to deployment to combat theaters where adverse, dangerous and uncertain conditions exist. For this reason we felt it prudent to set a maximum limit of 45% female in such units believing that in all cases the male content should be over half. This limitation could later be modified by the theater commander if he felt it unduly restrictive in light of his local situation.

4. The above considerations resulted in our fixing the following percentages on maximum female fill of CAT II and III TOE units:

a. Units which operate forward of the brigade rear boundary--Zero percent. This reflects current DA policy.

b. Units operating between division and brigade rear boundaries--10%.

c. Units operating between corps and division rear boundaries--15% to 30% depending on type unit.

d. Units operating behind corps rear boundary (COMMZ)--25% to 45% depending on type unit.

e. CONUS unique units--25% to 50% depending on type unit.

5. At inclosure 1 is a summary of the number and percentage of interchangeable positions and the recommended maximum acceptable female fill of units. At inclosure 2 we have provided the Personnel Allowance sections of each TOE considered with annotations to show which positions were identified as interchangeable or male fill. We have included the rationale for those positions which were annotated for male fill only.

6. We think this data provides a sound basis on which to develop a program for assimilating females into TOE units. Follow-on evaluation of TOE units after the assignment of female personnel under these criteria is recommended to refine the results of this study.

FOR THE COMMANDER:

2 Incl
as



V. W. BOLTON
Colonel, AGC
Adjutant General

SUMMARY REPORT

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
1-66G	104	94	90	15	15	
1-127H	84	70	83	12	15	
1-137H	82	72	88	20	25	
1-207H	309	254	82	77	25	
1-252H	61	56	92	9	15	
1-256H	82	77	94	8	10	
1-258H	154	133	86	23	15	
1-500H						
FA	1	0	0			
FB	2	2	100			NOTE 1
FC	4	0	0			
FD	1	0	0			
FE	2	0	0			
FF	4	3	75			NOTE 1
FG	5	4	80			NOTE 1
FH	3	2	67			NOTE 1
FI	3	2	67			NOTE 1
FJ	13	13	100			NOTE 1
FK	12	12	100			NOTE 1
FL	2	0	0			
FM	3	3	100			NOTE 1
FN	5	5	100			NOTE 1
FO	8	7	86			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
FP	3	0	0			
FQ	3	2	67			NOTE 1
FR	3	3	100			NOTE 1
3-32H	33	33	100	7	20	
3-77H	76	76	100	19	25	
3-97H	51	5	100	13	25	
3-500H						
FA	20	0	0			
FB	39	0	0			
JA	4	0	0			
JB	8	0	0			
KA	1	0	0			
LA	3	0	0			
LB	4	0	0			
NA	10	0	0			
NB	28	0	0			
OA	2	0	0			
PA	42	0	0			
5-52G						
10	74	62	84	11	15	
20	74	62	84	11	15	
5-54H	200	0	0			
5-58H	219	56	26	33	15	
5-67H	104	104	100	16	15	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
5-348G	183	66	36	46	25	
5-349G	166	166	100	42	25	
5-500H						
AB	6	6	100			NOTE 1
AC	26	26	100			NOTE 1
5-510H						
FA	4	0	0			
FB	6	0	0			
FC	2	0	0			
FD	2	0	0			
5-520G						
GA	45	0	0			
GB	25	25	100			NOTE 1
GC	12	12	100			NOTE 1
GD	83	0	0			
GE	5	0	0			
GF	5	0	0			
GG	3	3	100			NOTE 1
GH	15	15	100			NOTE 1
GI	6	6	100			NOTE 1
GJ	8	8	100			NOTE 1
GK	22	20	90			NOTE 1
5-530G						
HA	8	0	0			

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
5-74H	104	0	0			
5-77H	95	0	0			
5-78H	219	0	0			
5-97G	69	69	100	17	25	
5-101G						
10	109	95	87	16	15	
20	93	80	86	14	15	
30	93	80	86	14	15	
5-111G	98	97	99	25	25	
5-112G	84	83	99	13	15	
5-114H	161	120	75	24	15	
5-124H	103	103	100	15	15	
5-129G	226	204	90	57	25	
5-177H	175	175	100	44	25	
5-201H	174	173	99	44	25	
5-202H	64	64	100	16	25	
5-203H	212	184	87	39	15	
5-204H	99	99	100	15	15	
5-306G	133	80	60	20	15	
5-307G	109	109	100	16	15	
5-308G	97	98	100	15	15	
5-327G	139	103	74	21	15	
5-344G	116	116	100	29	25	
5-346G	70	70	100	18	25	
5-347G	96	96	100	24	25	

TOE	POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
HB	4	4	100			NOTE 1
HC	11	11	100			NOTE 1
HD	2	2	100			NOTE 1
HE	32	32	100			NOTE 1
HF	54	54	100			NOTE 1
HG	91	86	95			NOTE 1
HH	15	15	100			NOTE 1
HI	64	64	100			NOTE 1
HJ	13	0	0			
HK	3	3	100			NOTE 1
5-540H						
IA	12	12	100			NOTE 1
IB	16	2	13			NOTE 1
IC	14	0	0			
ID	14	0	0			
IE	8	8	100			NOTE 1
IF	43	43	100			NOTE 1
IG	50	50	100			NOTE 1
IH	37	37	100			NOTE 1
II	7	6	85			NOTE 1
5-550H						
JA	43	0	0			
JB	65	0	0			
JC	60	0	0			

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
JD	86	0	0			
JE	97	0	0			
5-560H						
KA	7	7	100			NOTE 1
KB	3	3	100			NOTE 1
KC	4	4	100			NOTE 1
7-4H	116	97	83	12	10	
7-102H	209	0	0			
8-26H	151	26	17	15	10	
8-27H						
10	53	0	0			
20	52	0	0			
8-36H	114	19	16	11	10	
8-37H	69	0	0			
8-66H	111	19	17	11	10	
8-67H	65	0	0			
8-111H	155	151	97	70	45	
8-112H	57	55	98	17	30	
8-122H	32	30	94	10	30	
8-123H	168	93	55	50	30	
8-126H	32	30	94	10	30	
8-127H						
10	96	11	11	11	11	
20	93	18	19	18	19	
8-128H	120	19	16	19	16	

TOE	POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
8-129H	186	12	6	12	6	
8-137H	144	40	28	40	28	
8-147H	108	0	0			
8-157H	90	0	0			
8-167H	74	0	0			
8-187G	147	99	67	66	45	
8-197H	73	0	0			
8-502H	30	29	97	14	45	
8-510G	231	140	61	104	45	
8-551G	376	277	74	169	45	
8-564G	112	85	76	50	45	
8-565G	155	117	75	70	45	
8-566G	239	239	100	108	45	
8-571G	89	82	92	27	30	
8-590H	259	181	70	108	45	
8-600H						
AC	4	4	100			NOTE 1
AE	9	8	89			NOTE 1
AJ	4	4	100			NOTE 1
AM	11	11	100			NOTE 1
WA	3	3	100			NOTE 1
8-670H						
BA	2	2	100			NOTE 1
BB	17	4	24			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
BC	31	4	13			NOTE 1
BD	8	8	100			NOTE 1
BE	21	21	100			NOTE 1
EA	2	2	100			NOTE 1
EB	7	4	57			NOTE 1
EC	10	8	80			NOTE 1
GA	2	2	100			NOTE 1
GB	6	6	100			NOTE 1
PA	5	5	100			NOTE 1
PB	2	2	100			NOTE 1
PC	2	2	100			NOTE 1
PD	6	6	100			NOTE 1
PF	19	19	100			NOTE 1
PG	2	2	100			NOTE 1
8-620H						
LA	36	5	14			NOTE 1
LB	7	0	0			
LC	20	20	100			NOTE 1
LD	6	6	100			NOTE 1
LE	6	6	100			NOTE 1
NA	14	14	100			NOTE 1
NB	9	9	100			NOTE 1
NC	8	8	100			NOTE 1
OA	9	9	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
OB	13	13	100			NOTE 1
OC	23	23	100			NOTE 1
OH	1	1	100			NOTE 1
CM	30	15	50			NOTE 1
8-630H						
KA	3	3	100			NOTE 1
KB	3	3	100			NOTE 1
KC	3	3	100			NOTE 1
KD	3	3	100			NOTE 1
KE	3	3	100			NOTE 1
KF	3	3	100			NOTE 1
KG	1	1	100			NOTE 1
KH	1	1	100			NOTE 1
KI	1	1	100			NOTE 1
LL	1	1	100			NOTE 1
LM	12	12	100			NOTE 1
LN	23	23	100			NOTE 1
MM	3	3	100			NOTE 1
MN	2	2	100			NOTE 1
MO	2	2	100			NOTE 1
MP	3	3	100			NOTE 1
8-640H						
LO	3	3	100			NOTE 1
LP	5	5	100			NOTE 1
MQ	3	3	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
MR	3	3	100			NOTE 1
MS	4	4	100			NOTE 1
MT	3	3	100			NOTE 1
QA	3	3	100			NOTE 1
QB	3	3	100			NOTE 1
QC	10	10	100			NOTE 1
QD	1	1	100			NOTE 1
QE	3	3	100			NOTE 1
QF	10	10	100			NOTE 1
QG	3	3	100			NOTE 1
SA	3	3	100			NOTE 1
SB	1	1	100			NOTE 1
SE	1	1	100			NOTE 1
SF	6	6	100			NOTE 1
SG	5	5	100			NOTE 1
SH	2	2	100			NOTE 1
SI	5	5	100			NOTE 1
SJ	5	5	100			NOTE 1
8-650G	90	90	100	27	30	
8-660H						
RA	32	10	31			NOTE 1
RC	11	0	0			
RE	14	0	0			
TA	17	0	0			
TB	18	0	0			

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
8-660H						
UA	1	1	100			NOTE 1
UB	6	6	100			NOTE 1
8-667G	215	138	64	65	30	
8-670G						
AI	10	10	100			NOTE 1
HA	40	40	100			NOTE 1
HB	1	1	100			NOTE 1
HC	4	4	100			NOTE 1
HD	4	4	100			NOTE 1
HE	27	27	100			NOTE 1
8-680G						
AF	4	4	100			NOTE 1
JA	5	5	100			NOTE 1
JB	46	46	100			NOTE 1
JC	7	7	100			NOTE 1
JD	14	14	100			NOTE 1
9-22H	58	57	98	12	20	
9-36H	69	68	98	14	20	
9-38H	265	265	100	53	20	
9-47H	183	183	100	37	20	
9-48H	142	142	100	28	20	
9-58G	504	504	100	176	35	
9-59H	238	215	90	48	20	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
9-117G	151	151	100	30	20	
9-247G	217	188	87	43	20	
9-520H						
AA	7	2	29			NOTE 1
AB	4	1	25			NOTE 1
FA	9	1	11			NOTE 1
FB	6	0	0			
FC	3	0	0			
FD	2	0	0			
FE	2	0	0			
9-530H						
BA	7	0	0			
BB	28	28	100			NOTE 1
BC	8	0	0			
EA	61	61	100			NOTE 1
9-540H						
EA	27	27	100			NOTE 1
EB	9	9	100			NOTE 1
9-550H						
AA	4	3	75			NOTE 1
BA	18	18	100			NOTE 1
EA	19	19	100			NOTE 1
EB	15	8	53			NOTE 1
EC	7	7	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
9-500H						
ED	6	0	0			
EE	7	0	0			
EF	3	0	0			
EG	4	0	0			
EH	2	0	0			
EI	2	0	0			
EJ	4	0	0			
EK	23	14	61			
EL	4	0	0			
EM	2	0	0			
EN	2	0	0			
EO	2	0	0			
9-557H						
10	113	59	52	11	10	
20	120	55	46	12	10	
30	115	59	51	12	10	
9-559H						
10	85	49	58	9	10	
20	117	54	46	12	10	
10-7H	123	68	55	12	10	
10-94H						
10	50	50	100	5	10	
20	114	114	100	11	10	
10-201H	67	66	99	23	35	
10-202H	57	56	98	20	35	
10-206H	76	75	99	27	35	
10-207H	169	132	78	59	35	
10-226H	49	49	100	10	20	

NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
10-227H	202	202	100	71	35	
10-296H						
10	68	64	94	24	35	
20	29	29	100	10	35	
10-297H	107	107	100	37	35	
10-337H	231	231	100	23	10	
10-407H	252	248	98	88	35	
10-417H	182	182	100	64	35	
10-437H	138	138	100	48	35	
10-500G						
BA	3	3	100			NOTE 1
BB	5	5	100			NOTE 1
BC	7	7	100			NOTE 1
BD	18	18	100			NOTE 1
BE	16	16	100			NOTE 1
BF	6	6	100			NOTE 1
BG	5	5	100			NOTE 1
BH	8	8	100			NOTE 1
BI	6	6	100			NOTE 1
EA	64	64	100			NOTE 1
EB	5	5	100			NOTE 1
EC	56	56	100			NOTE 1
ED	39	39	100			NOTE 1
EE	5	5	100			NOTE 1
EF	19	19	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
10-500G						
EG	82	82	100			NOTE 1
FA	10	10	100			NOTE 1
FB	8	8	100			NOTE 1
FC	3	3	100			NOTE 1
FD	12	12	100			NOTE 1
FE	22	22	100			NOTE 1
FF	30	30	100			NOTE 1
FG	4	4	100			NOTE 1
FH	7	7	100			NOTE 1
FI	9	9	100			NOTE 1
FJ	15	15	100			NOTE 1
FK	3	3	100			NOTE 1
GA	7	7	100			NOTE 1
GB	13	13	100			NOTE 1
GC	19	19	100			NOTE 1
GD	3	3	100			NOTE 1
GE	21	21	100			NOTE 1
GF	19	19	100			NOTE 1
HA	2	2	100			NOTE 1
HB	6	6	100			NOTE 1
HC	1	1	100			NOTE 1
IA	9	9	100			NOTE 1
IB	6	6	100			NOTE 1
IC	4	4	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
10-500G						
ID	9	9	100			NOTE 1
IE	8	8	100			NOTE 1
IF	26	26	100			NOTE 1
IG	19	19	100			NOTE 1
IH	7	7	100			NOTE 1
JA	1	1	100			NOTE 1
JB	11	11	100			NOTE 1
JC	6	6	100			NOTE 1
JD	8	8	100			NOTE 1
JE	10	10	100			NOTE 1
JF	17	17	100			NOTE 1
JG	6	6	100			NOTE 1
JH	2	2	100			NOTE 1
JI	4	4	100			NOTE 1
JJ	5	0	0			
JK	6	6	100			NOTE 1
JL	9	0	0			
JM	8	8	100			NOTE 1
JN	6	6	100			NOTE 1
JO	4	4	100			NOTE 1
KA	9	0	0			
KB	11	0	0			
KC	13	13	100			NOTE 1
KD	9	9	100			NOTE 1
11-16G	172	132	76	26	15	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
11-17G	227	190	83	34	15	
11-18G						
10	315	24	7	24	7	
20	341	22	6	22	6	
11-19G						
10	108	11	10	11	10	
20	121	14	12	14	12	
11-26H	61	61	100	9	15	
11-27G	198	198	100	30	15	
11-36H	82	49	60	8	10	
11-37H	193	61	32	19	10	
11-38H	159	0	0			
11-39H	150	34	23	15	10	
11-46G	79	79	100	12	15	
11-47G	267	267	100	40	15	
11-59H	95	0	0			
11-76H	85	55	65	21	25	
11-77H	217	50	23	54	25	
11-78H	184	14	7	14	7	
11-86H	149	71	47	37	25	
11-87H	179	66	36	45	25	
11-96G	154	106	68	39	25	
11-97G	152	84	55	38	25	
11-98G	252	242	96	63	25	
11-102G	182	141	77	46	25	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
11-116G	42	42	100	11	25	
11-117G	299	116	39	75	25	
11-122H	51	51	100	13	25	
11-127G	188	154	82	47	25	
11-137G	270	270	100	66	25	
11-147G	112	71	63	28	25	
11-176H	60	48	80	9	15	
11-177H	186	56	30	28	15	
11-178H	133	36	27	20	15	
11-206H	73	0	0			
11-207H	179	0	0			
11-208H						
10	187	0	0			
20	187	0	0			
11-216H	90	0	0			
11-217H	207	0	0			
11-218H	217	0	0			
11-226H	108	0	0			
11-227H	210	0	0			
11-228H	237	0	0			
11-237G	178	34	19	45	25	
11-257H	170	0	0			
11-302G	163	163	100	41	25	
11-303G	148	148	100	37	25	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
11-327G	373	373	100	93	25	
11-347G	214	214	100	54	25	
11-357G	141	141	100	35	25	
11-358G	94	94	100	24	25	
11-367G	190	190	100	48	25	
11-368G	189	189	100	47	25	
11-377G	272	272	100	68	25	
11-500G						
FA	4	4	100			NOTE 1
FB	19	19	100			NOTE 1
FC	6	6	100			NOTE 1
FD	4	4	100			NOTE 1
FE	25	25	100			NOTE 1
FF	5	5	100			NOTE 1
FG	10	10	100			NOTE 1
FH	7	7	100			NOTE 1
FI	4	4	100			NOTE 1
FJ	4	4	100			NOTE 1
FK	9	9	100			NOTE 1
FL	22	22	100			NOTE 1
FM	2	2	100			NOTE 1
TE	3	3	100			NOTE 1
TF	12	12	100			NOTE 1
UA	5	5	100			NOTE 1
UB	2	2	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
11-500G						
UC	3	2	100			NOTE 1
UD	4	0	0			
UE	2	2	100			NOTE 1
UF	2	2	100			NOTE 1
11-500H						
AA	2	0	0			
AB	6	4	67			NOTE 1
AC	8	5	63			NOTE 1
AD	21	15	71			NOTE 1
11-520H						
GA	2	0	0			
GB	6	3	50			NOTE 1
GC	11	7	64			NOTE 1
GD	13	13	100			NOTE 1
GE	22	22	100			NOTE 1
GF	3	3	100			NOTE 1
GG	4	4	100			NOTE 1
GH	4	4	100			NOTE 1
GI	5	0	0			
GJ	8	0	0			
GK	12	0	0			
GL	2	0	0			
GM	2	0	0			
GN	2	0	0			

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
11-530H						
HA	3	3	100			NOTE 1
HB	4	4	100			NOTE 1
HC	9	9	100			NOTE 1
HD	14	14	100			NOTE 1
HE	14	14	100			NOTE 1
HF	8	8	100			NOTE 1
HG	14	14	100			NOTE 1
HH	6	6	100			NOTE 1
HI	2	2	100			NOTE 1
HJ	3	3	100			NOTE 1
HK	4	4	100			NOTE 1
HL	1	1	100			NOTE 1
HM	1	1	100			NOTE 1
11-540H						
IA	4	0	0			
IB	4	0	0			
IC	5	0	0			
ID	5	0	0			
IE	21	0	0			
IF	11	0	0			
IG	1	0	0			
IH	3	0	0			
II	3	0	0			

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
11-540H						
IJ	3	0	0			
IK	3	0	0			
IL	3	0	0			
IM	3	0	0			
IN	3	0	0			
IO	7	0	0			
IP	3	0	0			
IQ	3	0	0			
IR	8	8	100			NOTE 1
IS	6	5	83			NOTE 1
IT	3	0	0			
12-7H	249	249	100	25	10	
12-27H	258	258	100	26	10	
12-32H	174	166	95			NOTE 5
12-33H	153	133	87			NOTE 5
12-34H	222	210	95			NOTE 5
12-66H						
10	45	45	100	20	45	
20	34	34	100	10	30	
12-67H						
10	77	77	100	23	30	
20	109	109	100	33	30	
30	142	142	100	43	30	
40	180	180	100	54	30	
50	210	210	100	63	30	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
12-67H						
60	240	243	100	73	30	
70	291	291	100	87	30	
12-87H	232	232	100	23	10	
12-107G						
10	39	39	100	12	30	
20	31	31	100	9	30	
12-167H	99	0	0			
12-177H	119	0	0			
12-197H	95	0	0			
12-510H						
10	47	47	100	14	30	
20	81	81	100	24	30	
12-530H						
AA	3	3	100			NOTE 1
AB	7	7	100			NOTE 1
FA	7	7	100			NOTE 1
12-550H						
AA	3	3	100			NOTE 1
AB	3	3	100			NOTE 1
AC	4	4	100			NOTE 1
AD	4	4	100			NOTE 1
FA	2	2	100			NOTE 1
FB	4	4	100			NOTE 1
FC	6	6	100			NOTE 1
FD	13	13	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
12-550H						
FE	19	19	100			NOTE 1
GA	1	1	100			NOTE 1
GB	2	2	100			NOTE 1
GC	5	5	100			NOTE 1
GD	7	7	100			NOTE 1
HA	1	1	100			NOTE 1
IA	14	14	100			NOTE 1
IB	26	26	100			NOTE 1
IC	50	50	100			NOTE 1
JA	4	4	100			NOTE 1
JB	8	8	100			NOTE 1
JC	14	14	100			NOTE 1
KA	4	4	100			NOTE 1
KB	9	9	100			NOTE 1
KC	17	17	100			NOTE 1
LA	1	1	100			NOTE 1
LB	2	2	100			NOTE 1
LC	3	3	100			NOTE 1
12-560H						
AA	4	4	100			NOTE 1
AB	5	5	100			NOTE 1
AC	3	3	100			NOTE 1
AD	5	5	100			NOTE 1
CA	6	6	100			NOTE 1
CB	9	9	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
14-500G						
FF	47	47	100			NOTE 1
FG	61	61	100			NOTE 1
FH	74	74	100			NOTE 1
FI	89	89	100			NOTE 1
FJ	100	100	100			NOTE 1
FK	127	127	100			NOTE 1
FL	153	153	100			NOTE 1
GA	2	2	100			NOTE 1
GB	5	5	100			NOTE 1
GC	9	9	100			NOTE 1
GD	12	12	100			NOTE 1
GE	17	17	100			NOTE 1
GF	24	24	100			NOTE 1
GG	29	29	100			NOTE 1
GH	34	34	100			NOTE 1
GI	42	42	100			NOTE 1
HA	1	1	100			NOTE 1
14-500H						
HB	3	3	100			NOTE 1
HC	6	6	100			NOTE 1
HD	8	8	100			NOTE 1
HE	11	11	100			NOTE 1
HF	13	13	100			NOTE 1
IA	3	3	100			NOTE 1
IB	5	5	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
12-560H						
FA	2	2	100			NOTE 1
GA	5	5	100			NOTE 1
GB	8	8	100			NOTE 1
12-570G						
10	36	36	100	11	30	
20	78	78	100	35	45	
14-4G	289	289	100	130	45	
14-7H	102	102	100	10	10	
14-27H	106	106	100	11	10	
14-87H	93	93	100	9	10	
14-500G						
AA	2	2	100			NOTE 1
AB	4	4	100			NOTE 1
AC	4	4	100			NOTE 1
AD	4	4	100			NOTE 1
AE	6	6	100			NOTE 1
AF	7	7	100			NOTE 1
AG	7	7	100			NOTE 1
AH	8	8	100			NOTE 1
AI	9	9	100			NOTE 1
FA	12	12	100			NOTE 1
FB	15	15	100			NOTE 1
FC	19	19	100			NOTE 1
FD	27	27	100			NOTE 1
FE	35	35	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
14-500H						
IC	8	8	100			NOTE 1
ID	12	12	100			NOTE 1
IE	18	18	100			NOTE 1
JA	4	4	100			NOTE 1
16-4H	11	11	100	3	30	
17-4H	120	100	83	12	10	
17-102H	216	0	0			
19-27H	182	23	13	13	10	
19-47H	136	13	9	13	9	
19-67H	149	20	13	10	10	
19-76H	47	46	97	7	15	
19-77H						
10	173	173	100	26	15	
20	173	173	100	26	15	
19-87H						
10	151	22	14	15	10	
20	151	22	14	15	10	
19-97H	136	136	100	20	15	
19-237H	73	43	58	11	15	
19-247H	120	12	10	12	10	
19-252G	72	72	100	18	25	
19-256G						
10	278	101	36	70	25	
20	293	116	39	73	25	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
19-262H						
10	61	60	98	15	25	
20	45	44	98	7	15	
19-272H						
10	63	62	98	10	15	
20	54	53	98	14	25	
19-282H	59	59	100	15	25	
19-316G	97	71	73	24	25	
19-500H						
AA	1	1	100			NOTE 1
AB	1	1	100			NOTE 1
AC	4	4	100			NOTE 1
AD	6	6	100			NOTE 1
AE	22	21	95			NOTE 1
19-503G	57	57	100	14	25	
19-510H						
FA	4	4	100			NOTE 1
FB	5	5	100			NOTE 1
FC	9	9	100			NOTE 1
FD	2	2	100			NOTE 1
FE	2	2	100			NOTE 1
FF	3	3	100			NOTE 1
FG	3	3	100			NOTE 1
FH	2	2	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
19-530H						
HB	27	14	52			NOTE 1
HC	35	21	60			NOTE 1
HD	50	31	62			NOTE 1
HE	4	0	0			
HF	4	0	0			
HG	1	0	0			
19-540H						
JA	3	3	100			NOTE 1
JB	8	8	100			NOTE 1
JC	3	3	100			NOTE 1
JD	3	3	100			NOTE 1
JE	1	1	100			NOTE 1
JF	2	2	100			NOTE 1
JG	1	1	100			NOTE 1
JH	2	2	100			NOTE 1
JI	1	1	100			NOTE 1
JJ	1	1	100			NOTE 1
JK	2	2	100			NOTE 1
19-550H						
KA	4	2	50			NOTE 1
KB	7	4	57			NOTE 1
KC	8	5	63			NOTE 1
KD	4	4	100			NOTE 1
KE	9	6	67			NOTE 1
KF	2	2	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
19-510H						
FI	2	2	100			NOTE 1
FJ	1	1	100			NOTE 1
FK	1	1	100			NOTE 1
FL	3	3	100			NOTE 1
FM	4	4	100			NOTE 1
FN	2	2	100			NOTE 1
FO	2	2	100			NOTE 1
FP	2	2	100			NOTE 1
FQ	2	2	100			NOTE 1
FR	2	2	100			NOTE 1
FS	1	1	100			NOTE 1
FT	2	2	100			NOTE 1
FU	1	1	100			NOTE 1
FV	1	1	100			NOTE 1
FW	1	1	100			NOTE 1
FX	1	1	100			NOTE 1
FY	5	5	100			NOTE 1
FZ	6	6	100			NOTE 1
19-520H						
GA	2	2	100			NOTE 1
GB	6	6	100			NOTE 1
GC	13	13	100			NOTE 1
GD	10	10	100			NOTE 1
19-530H						
HA	14	6	43			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
19-550H KG	4	3	75			NOTE 1
20-17H	2	2	100	1	45	
20-20H						
10	3	0	0			
20	6	0	0			
30	8	4	50	4	45	
40	11	7	64	5	45	
27-500H						
AA	4	4	100			NOTE 1
FA	3	3	100			NOTE 1
FB	4	4	100			NOTE 1
FC	5	5	100			NOTE 1
GA	2	0	0			
GB	1	0	0			
HA	3	3	100			NOTE 1
HB	5	5	100			NOTE 1
HD	1	1	100			NOTE 1
IA	1	1	100			NOTE 1
IB	2	2	100			NOTE 1
JA	5	5	100			NOTE 1
JB	3	3	100			NOTE 1
JC	2	2	100			NOTE 1
JD	3	3	100			NOTE 1
JE	2	2	100			NOTE 1
KA	1	1	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
27-500H						
KB	3	3	100			NOTE 1
KC	5	5	100			NOTE 1
29-2H	107	95	89	11	10	
29-6H	82	81	99	8	10	
29-16H	115	106	92	12	10	
29-17H	108	0	0			
29-18H	184	146	79	18	10	
29-26H	114	105	92	11	10	
29-27H	169	0	0			
29-28H	210	158	75	21	10	
29-36H	116	107	92	17	10	
29-37H	174	0	0			
29-38H	244	182	76	24	10	
29-42H						
10	145	103	71	15	10	
20	145	103	71	15	10	
29-43H	128	121	95	13	10	
29-46H	57	56	98	6	10	
29-47H	150	74	49	15	10	
29-48H	47	0	0			
29-52H	110	88	80	11	10	
29-53H	100	93	93	10	10	
29-56H	27	27	100	3	10	
29-57H	171	144	84	17	10	
29-58H	77	0	0			

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-124G	284	250	88	57	20	
29-127H	184	156	85	37	20	
29-129G	263	263	100	53	20	
29-134H	210	206	98	42	20	
29-136H	42	41	97	8	20	
29-137H	242	230	95	48	20	
29-139H	194	159	82	39	20	
29-146G	82	81	99	16	20	
29-147G	297	276	93	59	20	
29-156H	189	0	0			
29-157H	307	0	0			
29-158H	124	0	0			
29-207H	205	199	97	41	20	
29-208H	361	251	96	72	20	
29-226H	131	131	100	33	25	
29-227H	91	91	100	18	20	
29-246H	48	0	0			
29-247H	179	0	0			
29-307G	140	53	38	28	20	
29-408G	60	48	80	9	15	
29-427H	247	241	98	86	35	
29-449H	161	9	6	9	6	
29-500G						
AA	2	2	100			NOTE 1
AB	3	3	100			NOTE 1

TCE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-76H	56	0	0			
29-77H	148	0	0			
29-79H	230	0	0			
29-86H	191	172	90	19	10	
29-87H						
10	90	0	0			
20	90	0	0			
29-88H	111	53	48	11	10	
29-96H	34	33	98	7	21	
29-97H	180	105	58	21	12	
29-98H						
10	68	0	0			
20	69	0	0			
29-99H	168	0	0			
29-102H	70	58	83	14	20	
29-106H	54	0	0			
29-107H	147	0	0			
29-109H	116	0	0			
29-111H	108	101	94	49	45	
29-112H	568	563	99	256	45	
29-114H	205	188	92	41	20	
29-118H	207	164	79	41	20	
29-119H						
10	262	262	100	52	20	
20	288	288	100	50	20	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-500G						
AC	6	6	100			NOTE 1
AD	29	28	97			NOTE 1
BA	1	1	100			NOTE 1
BB	1	1	100			NOTE 1
BC	3	3	100			NOTE 1
BD	2	2	100			NOTE 1
BE	8	8	100			NOTE 1
BF	1	1	100			NOTE 1
BG	25	17	68			NOTE 1
BH	40	22	55			NOTE 1
BI	34	27	79			NOTE 1
BJ	37	36	97			NOTE 1
BK	34	32	94			NOTE 1
BL	26	15	58			NOTE 1
BM	9	9	100			NOTE 1
BH	14	14	100			NOTE 1
BO	37	37	100			NOTE 1
BP	14	14	100			NOTE 1
BQ	7	7	100			NOTE 1
BR	13	13	100			NOTE 1
CA	4	4	100			NOTE 1
CB	1	1	100			NOTE 1
CC	1	1	100			NOTE 1
CD	1	1	100			NOTE 1
DA	1	0	0			

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-500G						
DB	2	2	100			NOTE 1
DC	3	3	100			NOTE 1
DD	3	3	100			NOTE 1
DE	10	10	100			NOTE 1
EA	5	5	100			NOTE 1
EB	3	3	100			NOTE 1
EC	1	1	100			NOTE 1
ED	3	3	100			NOTE 1
EE	1	1	100			NOTE 1
EF	7	7	100			NOTE 1
EG	1	1	100			NOTE 1
EH	2	2	100			NOTE 1
EI	9	8	89			NOTE 1
EJ	4	4	100			NOTE 1
EK	5	5	100			NOTE 1
EL	4	0	0			NOTE 1
FA	1	1	100			NOTE 1
FB	13	13	100			NOTE 1
FC	13	13	100			NOTE 1
FD	4	4	100			NOTE 1
FE	2	2	100			NOTE 1
FF	2	2	100			NOTE 1
GA	4	4	100			NOTE 1
GB	1	1	100			NOTE 1
GC	26	26	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-500G						
GD	20	20	100			NOTE 1
GE	13	13	100			NOTE 1
GF	16	16	100			NOTE 1
GG	19	19	100			NOTE 1
GH	22	22	100			NOTE 1
HA	1	1	100			NOTE 1
29-504H	176	176	100	62	35	
29-512H	200	191	95	70	35	
29-600H						
DA	1	1	100			NOTE 1
DB	1	1	100			NOTE 1
DC	1	1	100			NOTE 1
DD	1	1	100			NOTE 1
DE	1	1	100			NOTE 1
DF	1	1	100			NOTE 1
DG	1	1	100			NOTE 1
DH	1	1	100			NOTE 1
DI	8	8	100			NOTE 1
DJ	10	10	100			NOTE 1
DK	16	16	100			NOTE 1
DL	23	23	100			NOTE 1
DM	1	1	100			NOTE 1
29-610H						
EA	1	1	100			NOTE 1
EB	1	1	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-61CH						
EC	1	1	100			NOTE 1
ED	3	3	100			NOTE 1
EE	1	1	100			NOTE 1
EF	1	1	100			NOTE 1
EG	10	10	100			NOTE 1
EH	1	1	100			NOTE 1
EI	1	1	100			NOTE 1
EJ	29	29	100			NOTE 1
EK	53	53	100			NOTE 1
EL	1	1	100			NOTE 1
EM	7	7	100			NOTE 1
EN	1	1	100			NOTE 1
EO	1	1	100			NOTE 1
EP	15	15	100			NOTE 1
EQ	1	1	100			NOTE 1
ER	14	14	100			NOTE 1
ES	3	3	100			NOTE 1
ET	1	1	100			NOTE 1
EU	1	1	100			NOTE 1
EV	1	1	100			NOTE 1
29-620G						
FA	54	47	82			NOTE 1
FB	13	13	100			NOTE 1
FC	12	12	100			NOTE 1
FD	26	5	19			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-620G						
FE	26	5	19			NOTE 1
FF	15	4	27			NOTE 1
FG	13	6	46			NOTE 1
FH	21	0	0			
FI	11	0	0			
FJ	7	0	0			
29-630H						
GA	2	2	100			NOTE 1
GB	4	4	100			NOTE 1
GC	3	3	100			NOTE 1
GD	2	2	100			NOTE 1
GE	3	3	100			NOTE 1
GF	3	3	100			NOTE 1
GG	8	8	100			NOTE 1
GH	3	3	100			NOTE 1
GI	3	3	100			NOTE 1
GJ	1	1	100			NOTE 1
GK	2	2	100			NOTE 1
GL	3	3	100			NOTE 1
GM	3	3	100			NOTE 1
GN	4	4	100			NOTE 1
GO	6	6	100			NOTE 1
GP	6	6	100			NOTE 1
GQ	3	3	100			NOTE 1
29-640G						
HA	8	8	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-640G						
HB	20	20	100			NOTE 1
HC	20	20	100			NOTE 1
29-650G						
IA	3	3	100			NOTE 1
IB	3	3	100			NOTE 1
IC	2	2	100			NOTE 1
ID	1	1	100			NOTE 1
29-660H						
JA	3	3	100			NOTE 1
JB	5	3	60			NOTE 1
JC	7	4	57			NOTE 1
JD	1	1	100			NOTE 1
JE	10	6	60			NOTE 1
29-680G						
LA	1	1	100			NOTE 1
LB	1	1	100			NOTE 1
LC	1	1	100			NOTE 1
LD	1	1	100			NOTE 1
LE	1	1	100			NOTE 1
LF	8	8	100			NOTE 1
LG	8	8	100			NOTE 1
LH	8	8	100			NOTE 1
LI	3	3	100			NOTE 1
LJ	19	19	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
300-500G						
AA	9	9	100			NOTE 4
AB	13	13	100			NOTE 4
AC	24	24	100			NOTE 4
AD	24	23	96			NOTE 4
AE	4	4	100			NOTE 4
AF	52	52	100			NOTE 4
AG	46	46	100			NOTE 4
AH	3	3	100			NOTE 4
AI	3	3	100			NOTE 4
AJ	1	1	100			NOTE 4
AK	1	1	100			NOTE 4
AM	3	3	100			NOTE 4
AN	2	2	100			NOTE 4
BA	2	2	100			NOTE 4
FA	2	2	100			NOTE 4
FB	10	10	100			NOTE 4
FC	14	14	100			NOTE 4
GA	4	4	100			NOTE 4
GB	2	2	100			NOTE 4
GC	2	2	100			NOTE 4
GD	1	1	100			NOTE 4
GE	7	7	100			NOTE 4
HA	2	2	100			NOTE 4
HB	1	1	100			NOTE 4

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
29-680G						
LK	1	1	100			NOTE 1
LM	1	1	100			NOTE 1
LN	1	1	100			NOTE 1
30-6H	99	98	99	15	15	
30-7H	32	32	100	5	15	
30-8H	36	36	100	9	25	
30-14H	21	0	0			
30-17H	70	70	100	11	15	
30-18H	161	158	98	24	15	
30-26H	164	163	99	25	15	
30-27H	85	85	100	13	15	
30-28H	103	103	100	15	15	
30-29H	95	94	99	14	15	
30-34H	119	115	97	18	15	
30-37H	30	30	100	3	10	
30-42H	177	176	99	44	25	
30-44H	43	43	100	11	25	
30-46H	124	122	98	31	25	
30-47H	88	87	99	22	25	
30-48H	115	110	96	28	25	
30-49H	32	32	100	8	25	
30-66H	145	145	100	18	25	
30-67H	97	97	100	24	25	
30-68H	40	40	100	18	45	
30-128H	194	171	88	29	15	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
30-500G						
HC	1	1	100			NOTE 4
HD	3	3	100			NOTE 4
IA	2	2	100			NOTE 4
IB	1	1	100			NOTE 4
IC	1	1	100			NOTE 4
ID	3	3	100			NOTE 4
JA	4	4	100			NOTE 4
JB	14	13	93			NOTE 4
KA	4	4	100			NOTE 4
KB	9	9	100			NOTE 4
KC	2	2	100			NOTE 4
KD	2	2	100			NOTE 4
KF	8	8	100			NOTE 4
LA	2	2	100			NOTE 4
LB	1	1	100			NOTE 4
LC	1	1	100			NOTE 4
LD	3	3	100			NOTE 4
MA	2	2	100			NOTE 4
MB	1	1	100			NOTE 4
30-600G						
AA	2	2	100			NOTE 4
AB	4	4	100			NOTE 4
AC	5	5	100			NOTE 4
AD	23	23	100			NOTE 4
AE	31	31	100			NOTE 4

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
30-600G						
FA	2	2	100			NOTE 4
FB	1	1	100			NOTE 4
FC	1	1	100			NOTE 4
FD	2	2	100			NOTE 4
FE	1	1	100			NOTE 4
GA	3	3	100			NOTE 4
GB	1	1	100			NOTE 4
GC	1	1	100			NOTE 4
GD	1	1	100			NOTE 4
GE	1	1	100			NOTE 4
HA	3	3	100			NOTE 4
HB	1	1	100			NOTE 4
HC	1	1	100			NOTE 4
HD	1	1	100			NOTE 4
HE	1	1	100			NOTE 4
IA	3	3	100			NOTE 4
JA	3	3	100			NOTE 4
JB	1	1	100			NOTE 4
JC	1	1	100			NOTE 4
JD	2	2	100			NOTE 4
JE	1	1	100			NOTE 4
KA	2	2	100			NOTE 4
LA	3	3	100			NOTE 4
LB	10	10	100			NOTE 4
LC	10	10	100			NOTE 4

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
30-600G						
LD	2	2	100			NOTE 4
LE	3	3	100			NOTE 4
LF	7	7	100			NOTE 4
LG	13	13	100			NOTE 4
LH	10	8	80			NOTE 4
LI	5	3	60			NOTE 4
LJ	4	2	50			NOTE 4
LK	4	4	100			NOTE 4
LL	7	7	100			NOTE 4
LM	6	6	100			NOTE 4
LN	5	4	80			NOTE 4
LO	8	7	88			NOTE 4
LP	9	9	100			NOTE 4
MA	4	4	100			NOTE 4
MB	4	4	100			NOTE 4
MC	3	3	100			NOTE 4
NA	3	3	100			NOTE 4
NB	1	1	100			NOTE 4
NC	1	1	100			NOTE 4
ND	2	2	100			NOTE 4
NE	2	2	100			NOTE 4
NF	2	2	100			NOTE 4
NG	6	6	100			NOTE 4
NH	1	1	100			NOTE 4
NK	2	2	100			NOTE 4

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
30-600G						
OA	2	2	100			NOTE 4
OB	7	7	100			NOTE 4
OC	2	2	100			NOTE 4
OD	37	37	100			NOTE 4
OE	5	5	100			NOTE 4
OF	8	8	100			NOTE 4
OG	22	22	100			NOTE 4
31-102H	58	0	0			
31-127H	178	0	0			
32-52H	149	134	90	22	15	
32-56H	105	100	95	16	15	
32-57H						
10	189	0	0			
20	189	0	0			
32-59G	162	124	77	24	15	
32-64H	120	0	0			
32-73H	145	144	99	21	15	
32-78G	187	168	90	28	15	
32-83H	225	224	99	34	15	
32-89H	253	0	0			
32-99H	193	161	83	29	15	
32-104H	41	0	0			
32-109G	32	19	59	5	15	
32-500G						
AA	2	2	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
32-500G						
AB	2	2	100			NOTE 1
AC	2	2	100			NOTE 1
AD	2	2	100			NOTE 1
AE	1	1	100			NOTE 1
AF	2	2	100			NOTE 1
AG	2	2	100			NOTE 1
AH	2	2	100			NOTE 1
AI	2	2	100			NOTE 1
AJ	2	2	100			NOTE 1
AK	2	2	100			NOTE 1
AL	2	2	100			NOTE 1
AM	2	2	100			NOTE 1
AN	2	2	100			NOTE 1
AO	24	24	100			NOTE 1
AP	8	0	0			
AQ	4	0	0			
32-510G						
EA	4	4	100			NOTE 1
EB	2	2	100			NOTE 1
EC	2	2	100			NOTE 1
ED	3	3	100			NOTE 1
EE	3	3	100			NOTE 1
EF	2	2	100			NOTE 1
EG	2	2	100			NOTE 1
EH	2	2	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
31-510G						
EI	2	2	100			NOTE 1
32-520H						
GA	25	25	100			NOTE 1
GB	3	3	100			NOTE 1
GC	6	6	100			NOTE 1
HA	7	7	100			NOTE 1
HB	7	7	100			NOTE 1
HC	6	6	100			NOTE 1
HD	3	3	100			NOTE 1
HE	2	2	100			NOTE 1
HF	2	2	100			NOTE 1
HG	11	11	100			NOTE 1
HH	7	7	100			NOTE 1
HI	5	5	100			NOTE 1
HJ	11	11	100			NOTE 1
KA	2	2	100			NOTE 1
KB	7	7	100			NOTE 1
NA	3	3	100			NOTE 1
NB	3	3	100			NOTE 1
NC	9	9	100			NOTE 1
ND	13	13	100			NOTE 1
NE	14	14	100			NOTE 1
32-525G						
JA	25	25	100			NOTE 1
JB	4	4	100			NOTE 1
JC	2	2	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
33-500H						
HA	2	0	0			
HB	3	0	0			
HC	2	0	0			
IA	4	0	0			
IB	13	13	100			NOTE 2
IC	13	11	85			NOTE 2
ID	13	13	100			NOTE 2
IE	6	6	100			NOTE 2
KA	2	2	100			NOTE 2
KB	10	10	100			NOTE 2
KC	4	4	100			NOTE 2
KD	3	3	100			NOTE 2
KE	6	6	100			NOTE 2
37-4H	117	99	85	12	10	
37-102H	215	0	0			
41-12H	145	145	100	65	45	
41-201H	103	103	100	31	30	
41-500H						
AA	4	0	0			
AB	12	10	83			NOTE 3
AC	22	17	77			NOTE 3
AD	28	22	79			NOTE 3
FA	2	2	100			NOTE 3
FB	3	3	100			NOTE 3
FC	3	3	100			NOTE 3

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
32-525G						
JD	11	11	100			NOTE 1
32-555G						
PA	1	1	100			NOTE 1
PB	2	2	100			NOTE 1
PC	2	2	100			NOTE 1
PD	3	3	100			NOTE 1
PE	3	3	100			NOTE 1
PG	7	7	100			NOTE 1
PH	3	3	100			NOTE 1
PI	3	3	100			NOTE 1
33-500H						
AA	5	5	100			NOTE 2
AB	35	35	100			NOTE 2
AC	45	45	100			NOTE 2
BA	9	3	33			NOTE 2
FA	1	0	0			NOTE 2
FB	12	12	100			NOTE 2
FC	10	8	80			NOTE 2
FD	10	10	100			NOTE 2
FE	13	12	93			NOTE 2
GA	13	0	0			NOTE 2
GB	10	0	0			NOTE 2
GC	14	14	100			NOTE 2
GD	11	11	100			NOTE 2
GE	34	34	100			NOTE 2

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
41-500H						
GA	2	0	0			
GB	3	0	0			
GC	3	3	100			NOTE 3
HA	2	2	100			NOTE 3
HB	3	3	100			NOTE 3
HC	4	4	100			NOTE 3
HD	3	3	100			NOTE 3
IA	3	0	0			
IB	5	0	0			
IC	7	7	100			NOTE 3
JA	2	0	0			
JB	4	0	0			
JC	4	2	50			NOTE 3
KA	3	3	100			NOTE 3
KB	4	4	100			NOTE 3
KC	5	5	100			NOTE 3
LA	2	2	100			NOTE 3
LB	3	3	100			NOTE 3
LC	4	4	100			NOTE 3
MA	2	2	100			NOTE 3
MB	2	2	100			NOTE 3
MC	3	3	100			NOTE 3
NA	2	2	100			NOTE 3
NB	3	3	100			NOTE 3
NC	5	5	100			NOTE 3

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
41-500H						
OA	1	1	100			NOTE 3
OB	2	2	100			NOTE 3
OC	3	3	100			NOTE 3
PA	2	2	100			NOTE 3
PB	3	3	100			NOTE 3
PC	4	4	100			NOTE 3
QA	2	2	100			NOTE 3
QB	3	3	100			NOTE 3
QC	4	4	100			NOTE 3
RA	2	2	100			NOTE 3
RB	3	3	100			NOTE 3
RC	4	4	100			NOTE 3
SA	2	0	0			
SB	5	0	0			
SC	8	8	100			NOTE 3
TA	2	0	0			
TB	3	0	0			
TC	5	5	100			NOTE 3
UA	2	2	100			NOTE 3
UB	3	3	100			NOTE 3
UC	4	4	100			NOTE 3
VA	2	0	0			
VB	2	2	100			NOTE 3
VC	2	2	100			NOTE 3
WA	2	2	100			NOTE 3
WB	3	3	100			NOTE 3

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
41-500H						
WC	5	5	100			NOTE 3
XA	1	1	100			NOTE 3
XB	3	3	100			NOTE 3
YA	2	2	100			NOTE 3
YB	3	3	100			NOTE 3
YC	4	4	100			NOTE 3
ZA	4	0	0			
ZB	6	0	0			
ZC	8	8	100			NOTE 3
44-2G	70	7	10	7	10	
44-8G	15	2	15	2	15	
44-12G	69	6	9	6	9	
45-7H	24	24	100	11	45	
45-500H						
AE	13	13	100			NOTE 1
FB	4	4	100			NOTE 1
45-520H						
AA	5	5	100			NOTE 1
FA	11	11	100			NOTE 1
FB	3	3	100			NOTE 1
FC	5	5	100			NOTE 1
51-1H	395	327	83	99	25	
52-2H						
10	191	165	86	29	15	
20	192	166	86	29	15	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
54-22H						
10	201	175	87	60	30	
20	227	200	88	68	30	
54-23H						
10	250	243	97	75	30	
20	309	302	98	93	30	
54-312H	228	214	94	80	35	
54-313H	435	429	99	152	35	
54-402H	227	206	91	79	35	
54-422H	100	89	89	35 <i>4 pri</i>	35	
55-2H	170	169	99	43	35	
55-4H	52	52	100	18	35	
55-6H	34	33	97	9	20	
55-7H	27	27	100	5	20	
55-11H	80	77	96	16	20	
55-12G	40	39	98	14	35	
55-16H	37	36	97	7	20	
55-17H						
10	166	31	19	31	19	
20	166	31	19	31	19	
30	97	22	23	19	20	
40	97	22	23	19	20	
55-18H						
10	176	33	19	33	19	
20	173	33	19	33	19	
30	182	35	19	33	19	

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
55-19H						
10	93	23	25	19	20	
20	93	19	20	19	20	
55-27G	148	22	15	15	10	
55-28G	147	27	18	27	18	
55-52H	77	76	99	8	10	
55-62H	80	78	98	16	20	
55-67H	112	27	24	22	20	
55-84H	184	15	8	15	8	
55-87H	196	16	8	16	8	
55-88H	158	16	9	16	9	
55-89H	180	47	26	18	10	
55-99H	194	48	25	19	10	
55-111H	96	94	98	37	35	
55-112G	74	70	95	26	35	
55-116H	72	71	99	26	35	
55-117G	318	156	49	111	35	
55-118H	240	144	60	48	20	
55-128H	169	154	91	59	35	
55-129G	148	12	8	12	8	
55-138G	200	35	92	70	35	
55-139G	163	37	23	37	23	
55-157G	232	176	76	81	35	
55-158G	197	131	66	69	35	
55-201G	103	101	98	36	35	
55-202G	75	72	96	38	35	
55-217G	186	12	6			
				121		

T OE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
55-226G	102	101	99	36	35	
55-227G	225	40	18	40	18	
55-528G	112	7	6	7	6	
55-229G	259	5	2	5	2	
55-247G	114	13	11	13	11	
55-248G	229	74	32	74	32	
55-259H	116	100	86	17	15	
55-406H	29	28	97	3	10	
55-407H	249	61	24	25	10	
55-417H	344	0	0			
55-424H	106	38	36	11	10	
55-456H	33	32	97	7	20	
55-457H	215	66	31	53	20	
55-458H	264	253	96	48	35	
55-466H	136	0	0			
55-467H	204	0	0			
55-500H						
AA	1	1	100			NOTE 1
AB	3	3	100			NOTE 1
AC	6	6	100			NOTE 1
AD	18	17	94			NOTE 1
55-520G						
EA	3	3	100			NOTE 1
EB	3	3	100			NOTE 1
EC	3	3	100			NOTE 1
ED	11	11	100			NOTE 1
EE	14	14	100			NOTE 1

T OE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
55-540G						
GC	18	0	0			
GD	22	22	100			NOTE 1
GE	23	0	0			
GF	14	14	100			NOTE 1
GG	5	5	100			NOTE 1
55-550G						
IA	7	0	0			
IB	10	0	0			
IC	19	0	0			
ID	29	0	0			
55-560H						
JA	7	0	0			
JB	8	8	100			NOTE 1
JC	10	10	100			NOTE 1
JD	8	8	100			NOTE 1
JE	15	15	100			NOTE 1
JF	13	13	100			NOTE 1
JG	10	5	50			NOTE 1
55-570G						
KA	2	2	100			NOTE 1
KB	2	2	100			NOTE 1
KC	4	4	100			NOTE 1
KD	36	36	100			NOTE 1
KE	57	57	100			NOTE 1
KF	70	70	100			NOTE 1

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
55-520G						
EF	16	16	100			NOTE 1
EG	16	16	100			NOTE 1
EH	19	19	100			NOTE 1
EI	28	28	100			NOTE 1
EJ	23	23	100			NOTE 1
EK	37	37	100			NOTE 1
EL	43	43	100			NOTE 1
EM	59	0	0			
EN	6	6	100			NOTE 1
55-530G						
FA	2	0	0			
FB	6	0	0			
FC	4	0	0			
FD	8	0	0			
FE	7	0	0			
FF	4	0	0			
FG	9	0	0			
FH	9	0	0			
FI	14	0	0			
FJ	12	0	0			
FK	13	0	0			
FL	25	0	0			
FM	28	0	0			
FN	51	0	0			
55-540G						
GA	12	12	100			NOTE 1
GB	8	0	0			

TOE	ENLISTED POSITIONS	INTERCHANGEABLE		MAXIMUM FEMALE CONTENT		REMARKS
		NO	%	NO	%	
55-580G						
LA	3	3	100			NOTE 1
LB	4	4	100			NOTE 1
LC	6	6	100			NOTE 1
LD	8	8	100			NOTE 1
LE	27	26	96			NOTE 1
LF	16	15	94			NOTE 1
57-4H	110	90	82	11	10	
57-102H	195	0	0	0	0	
67-4H	116	94	81	12	10	
77-102H	202	0	0	0	0	
97-4H	424	367	87	209	49	
97-41H	187	75	40	45	24	
97-42H	478	430	90	130	27	
97-142H						
10	576	347	60	144	25	
20	611	460	75	151	25	
30	559	358	64	139	25	
40	589	400	68	150	25	
97-242H	470	435	93	232	49	

- NOTE 1: Maximum, female content will normally be based upon the maximum female content percentage of the unit to which the team is assigned or attached.
- NOTE 2: Psychological Operations units are organized from cellular TOE 33-500H. Positions in this TOE whose occupants habitually operate forward of the brigade rear boundary have been so coded. Those positions whose occupants frequently move into the brigade area and those involving exceptionally strenuous physical requirements have been appropriately coded. In order to retain the capability to efficiently accomplish the mission, it is recommended that not more than 15 percent of the positions in the unit be filled with enlisted women.
- NOTE 3: The civil affairs units which support the corps, division, and brigade are organized from cellular TOE 41-500H. Those positions whose incumbents normally operate in the brigade area, require frequent movement into the brigade area, or must be available for replacement of personnel operating in the brigade area have been appropriately coded. In order to retain the capability to efficiently accomplish the mission, it is recommended that units structured from this TOE to support divisions contain not more than 10 percent enlisted women and those supporting corps contain not more than 15 percent enlisted women.
- NOTE 4: Due to the nature of employment of these teams, the specific male/female ratio should be at the discretion of the force commander. It is recommended that the maximum female content will normally be based upon the maximum female content percentage of the unit to which the teams are assigned or attached.
- NOTE 5: These tables do not have a wartime mission and have been recommended for conversion to TDA type units. It is recommended that the maximum WAC content not exceed 50 percent.

RESULTS OBTAINED FROM
DUTY ASSIGNMENT
QUESTIONNAIRE

1. The Army should not allow women to be assigned to areas where combat is occurring; such as Europe during World War II.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 4.07
MEDIAN COEFFICIENT = 4.44 N = 193
STANDARD DEVIATION = 1.56

2. The Army should have a policy of assigning women to areas where combat is occurring, but not closer than approximately 10 miles to the front line.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 3.45
MEDIAN COEFFICIENT = 3.25 N = 193
STANDARD DEVIATION = 1.62

3. The Army should allow women to volunteer for the combat arms (Infantry, Armor, Field Artillery, Air Defense Artillery).

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 1.81
MEDIAN COEFFICIENT = 1.52 N = 193
STANDARD DEVIATION = 1.16

4. The Army should require all women, including those with rear area assignments, to be qualified with an individual weapon so that they can perform their fair share of guard duty and assist in their unit's defense.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 2.14
MEDIAN COEFFICIENT = 1.81 N = 193
STANDARD DEVIATION = 1.35

5. The Army should have the same policy for women as it has for men that allows those that are qualified to be involuntarily assigned to the combat arms.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 4.04

MEDIAN COEFFICIENT = 4.58 N = 193

STANDARD DEVIATION = 1.75

6. The Army should have the same policy for women as it has for men that allows those that are qualified to be involuntarily assigned to positions involving combat service support at brigade or division headquarters such as staff clerk, operations and intelligence specialist, repair parts clerk, or vehicle mechanic.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 2.81

MEDIAN COEFFICIENT = 2.30 N = 193

STANDARD DEVIATION = 1.65

7. The Army should have the same policy for women as it has for men that allows those that are qualified to be involuntarily assigned to positions involving combat support operations at company and battalion level such as wheeled vehicle driver, radio operator, medic, or clerk.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 2.84

MEDIAN COEFFICIENT = 2.24 N = 193

STANDARD DEVIATION = 1.66

8. The Army should have the same policy for women as it has for men that allows those that are qualified to be involuntarily assigned to positions involving indirect combat at company or battalion level such as working in an artillery fire direction center or as an air defense artillery radar operator.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 2.94
 MEDIAN COEFFICIENT = 2.41 N = 193
 STANDARD DEVIATION = 1.59

9. The Army should have the same policy for women as it has for men that allows those that are qualified to be involuntarily assigned to any duty position such as helicopter gunship pilot, tank crewmember, or cannon crewmember.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 3.69
 MEDIAN COEFFICIENT = 3.68 N = 193
 STANDARD DEVIATION = 1.71

10. If assignment policies are changed so that I could be involuntarily assigned to any duty position for which I am fully qualified, I will not reenlist.

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

AVERAGE = 3.49
 MEDIAN COEFFICIENT = 3.55 N = 193
 STANDARD DEVIATION = 1.85

INCLOSURE IV
TRAINING AND UTILIZATION QUESTIONNAIRE

PERSONAL DATA

1. Age _____ years (write in how old you were on your last birthday)
2. Sex (Check One)
 - a. Male - ()
 - b. Female - ()
3. Months of active duty _____
4. Rank (Circle your present pay grade):
 - a. Enlisted: 1 2 3 4 5 6 7 8 9
 - b. Officer: 1 2 3 4 5 6 7 8 9
5. Education level (Check One)
 - a. Some High School - ()
 - b. High School Graduate - ()
 - c. Some College - ()
 - d. College Graduate - ()
 - e. Some Graduate Work - ()
 - f. Master's Degree - ()
 - g. Ph.D. or Professional Degree - ()

QUESTIONS

1. The Army should allow women to volunteer for the combat arms (Infantry, Armor, Field Artillery, Air Defense Artillery).

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

2. Physical requirements for entry into all MOS's should be modified to accommodate women.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

3. Arms qualification should be mandatory for all women.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

4. Women should perform all extra duties that their male counterparts perform such as, guard, KP, grass cutting, CQ, etc.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

5. Women resent being supervised by men.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

6. Women resent being supervised by women.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

7. Men resent being supervised by women.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

8. Physical training for women should be "tougher" than it presently is.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

9. Basic training for women should be exactly the same as for men.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

10. The average woman is qualified at the completion of basic training to complete a 20-mile road march with a pack and rifle.

Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

11. If physical standards are reduced to accommodate women they should also be reduced for men.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

12. Women receive preferential treatment relative to men while undergoing training.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

13. Women can, with proper training, successfully perform any role in a combat environment to include that of an infantry soldier.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

14. Women should be allowed more liberal exceptions to overseas assignments (peace or war) based on the needs of their dependents.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

15. Women who have dependent children should not be on active duty.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

16. Military wives do not resent their husbands' serving with large numbers of female military personnel.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

17. Female officers should be permitted to command rifle companies.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

18. Men desire that women serve in combat roles on the same basis as men.

()	()	()	()	()	()
Strongly	Agree	Agree	Disagree	Disagree	Strongly
Agree		Slightly	Slightly		Disagree

INCLOSURE V

TRAINING AND UTILIZATION QUESTIONNAIRE RESULTS

US ARMY WAR COLLEGE
Carlisle Barracks, PA 17013

1. The attached data reflects the results of a survey administered to 803 Active Army members - male and female, officer and enlisted.
2. The survey was designed to measure the attitudes of various groups toward the role of women in the Army.
3. The questions appearing above the statistical data are those which were asked of the respondents. Each of the eighteen (18) questions asked was followed by the possible answers shown below:

(1)	(2)	(3)	(4)	(5)	(6)
Strongly Agree	Agree	Agree Slightly	Disagree Slightly	Disagree	Strongly Disagree

4. The numerical values shown in parentheses were not included on the original questionnaire but are placed there now for your reference in evaluating the answers of the various groups.

Preceding page blank

1. The Army should allow women to volunteer for the combat arms (Infantry, Armor, Field Artillery, Air Defense Artillery).

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.33	1.77	803
All Male	3.50	1.83	433
All Female	3.11	1.66	366
All Officer	3.35	1.79	177
All Enlisted	3.32	1.76	625
Male Officer	3.85	1.84	96
Female Officer	2.75	1.53	79
Male Enlisted	3.40	1.82	338
Female Enlisted	3.21	1.59	286

2. Physical requirements for entry into all MOSs should be modified to accommodate women.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.80	1.73	803
All Male	4.03	1.76	433
All Female	3.53	1.67	366
All Officer	4.49	1.49	177
All Enlisted	3.60	1.75	625
Male Officer	4.75	1.42	96
Female Officer	4.20	1.52	79
Male Enlisted	3.83	1.80	338
Female Enlisted	3.34	1.66	286

3. Arms qualification should be mandatory for all women.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	2.45	1.58	798
All Male	2.08	1.28	429
All Female	2.88	1.77	365
All Officer	2.12	1.33	177
All Enlisted	2.55	1.63	620
Male Officer	2.01	1.24	96
Female Officer	2.22	1.42	79
Male Enlisted	2.10	1.29	334
Female Enlisted	3.07	1.81	285

4. Women should perform all extra duties that their male counterparts perform such as guard, KP, grass cutting, CQ, etc.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	2.25	1.48	800
All Male	1.85	1.16	432
All Female	2.73	1.67	364
All Officer	1.88	1.10	177
All Enlisted	2.36	1.55	622
Male Officer	1.95	1.23	96
Female Officer	1.80	0.95	79
Male Enlisted	1.83	1.14	337
Female Enlisted	3.00	1.73	284

5. Women resent being supervised by men.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	4.46	1.42	786
All Male	4.11	1.44	417
All Female	4.87	1.28	365
All Officer	5.11	0.94	177
All Enlisted	4.27	1.48	608
Male Officer	4.78	0.92	96
Female Officer	5.49	0.81	79
Male Enlisted	3.91	1.51	322
Female Enlisted	4.70	1.33	285

6. Women resent being supervised by women.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.96	1.50	785
All Male	3.86	1.43	416
All Female	4.08	1.58	365
All Officer	4.41	1.34	176
All Enlisted	3.83	1.53	608
Male Officer	4.23	1.25	95
Female Officer	4.65	1.39	79
Male Enlisted	3.75	1.46	322
Female Enlisted	3.92	1.59	285

7. Men resent being supervised by women.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	2.69	1.50	793
All Male	2.88	1.54	428
All Female	2.46	1.41	361
All Officer	3.61	1.35	177
All Enlisted	2.60	1.53	615
Male Officer	2.95	1.32	96
Female Officer	3.09	1.39	79
Male Enlisted	2.86	1.60	333
Female Enlisted	2.29	1.36	281

8. Physical training for women should be "tougher" than it presently is.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.12	1.57	797
All Male	2.79	1.38	429
All Female	3.51	1.69	364
All Officer	2.72	1.34	177
All Enlisted	3.24	1.62	619
Male Officer	2.66	1.19	96
Female Officer	2.78	1.50	79
Male Enlisted	2.84	1.44	334
Female Enlisted	3.71	1.69	284

9. Basic training for women should be exactly the same as for men.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.56	1.67	801
All Male	3.11	1.62	432
All Female	4.07	1.60	365
All Officer	3.42	1.62	177
All Enlisted	3.59	1.69	623
Male Officer	3.25	1.61	96
Female Officer	3.59	1.61	79
Male Enlisted	3.08	1.62	337
Female Enlisted	4.19	1.57	285

10. The average woman is qualified at the completion of basic training to complete a 20-mile road march with a pack and rifle.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	4.38	1.54	789
All Male	4.18	1.61	425
All Female	4.60	1.41	360
All Officer	4.54	1.41	176
All Enlisted	4.32	1.57	612
Male Officer	4.41	1.48	96
Female Officer	4.69	1.32	78
Male Enlisted	4.12	1.64	330
Female Enlisted	4.58	1.44	281

11. If physical standards are reduced to accommodate women they should also be reduced for men.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.64	1.75	790
All Male	3.79	1.85	429
All Female	3.44	1.60	366
All Officer	4.03	1.69	176
All Enlisted	3.53	1.75	622
Male Officer	4.32	1.72	95
Female Officer	3.65	1.59	79
Male Enlisted	3.65	1.86	335
Female Enlisted	3.38	1.60	286

12. Women receive preferential treatment relative to men while undergoing training.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.14	1.45	781
All Male	2.79	1.33	421
All Female	3.54	1.47	356
All Officer	3.39	1.51	176
All Enlisted	3.07	1.42	604
Male Officer	2.84	1.28	96
Female Officer	4.03	1.53	78
Male Enlisted	2.78	1.35	326
Female Enlisted	3.40	1.43	277

13. Women can, with proper training, successfully perform any role in a combat environment to include that of an infantry soldier.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.33	1.72	798
All Male	3.59	1.76	430
All Female	3.01	1.61	364
All Officer	3.40	1.71	177
All Enlisted	3.30	1.72	620
Male Officer	3.80	1.76	96
Female Officer	2.89	1.50	79
Male Enlisted	3.53	1.76	335
Female Enlisted	3.03	1.64	284

14. Women should be allowed more liberal exceptions to overseas assignments (peace or war) based on the needs of their dependents.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.64	1.72	799
All Male	3.84	1.69	429
All Female	3.40	1.73	366
All Officer	4.44	1.48	177
All Enlisted	3.41	1.71	621
Male Officer	4.36	1.50	96
Female Officer	4.61	1.40	79
Male Enlisted	3.70	1.72	334
Female Enlisted	3.06	1.65	286

15. Women who have dependent children should not be on active duty.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.99	1.75	798
All Male	3.65	1.72	429
All Female	4.40	1.69	365
All Officer	4.50	1.55	176
All Enlisted	3.85	1.77	621
Male Officer	4.20	1.55	95
Female Officer	4.84	1.50	79
Male Enlisted	3.50	1.73	335
Female Enlisted	4.27	1.72	285

16. Military wives do not resent their husbands' serving with large numbers of female military personnel.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.78	1.46	788
All Male	3.57	1.43	424
All Female	4.03	1.46	360
All Officer	3.67	1.37	175
All Enlisted	3.82	1.48	612
Male Officer	3.27	1.23	96
Female Officer	4.17	1.37	77
Male Enlisted	3.66	1.47	329
Female Enlisted	4.00	1.48	282

17. Female officers should be permitted to command rifle companies.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.65	1.66	797
All Male	4.10	1.68	429
All Female	3.11	1.46	364
All Officer	3.69	1.69	177
All Enlisted	3.64	1.65	619
Male Officer	4.35	1.68	96
Female Officer	2.89	1.33	79
Male Enlisted	4.04	1.68	334
Female Enlisted	3.17	1.49	284

18. Men desire that women serve in combat roles on the same basis as men.

Group	Mean (Average) Response	STD (Standard) Deviation	Number of Respondents
All Respondents	3.99	1.67	794
All Male	3.81	1.72	430
All Female	4.20	1.59	360
All Officer	4.56	1.43	176
All Enlisted	3.83	1.70	617
Male Officer	4.29	1.58	96
Female Officer	4.86	1.15	78
Male Enlisted	3.67	1.74	335
Female Enlisted	4.02	1.65	281

INCLOSURE VI

SURVEY ON WOMEN AS MANAGERS

INTRODUCTION

The Army War College has a student research project studying the effects which will result from the planned increase in the numbers of women in the Army. It is examining the changes which may occur in training, utilization, attitudes, and organizational policies and structures.

As part of this study, we want to learn how Army men and women feel about women taking a more active role as Army leaders and managers. To examine this issue, we are asking you to answer the questions which are attached. They make up a questionnaire on "Women as Managers." The questions speak of women as managers in a business environment, but the same questions can also be used to elicit your feelings about women in the Army. Please complete the questionnaire so we can know how you feel about this matter.

PERSONAL DATA

1. Age: ____ Years (Write in how old you were on your last birthday)
2. Sex (Check one):
 - a. Male ____
 - b. Female ____
3. Months of Active duty: ____
4. Rank (Circle your present pay grade):
 - a. Enlisted: 1 2 3 4 5 6 7 8 9
 - b. Officer: 1 2 3 4 5 6 7 8 9
5. Educational Level (Check one):
 - a. Some High School ()
 - b. High School Graduate ()
 - c. Some College ()
 - d. College Graduate ()
 - e. Some Graduate Work ()
 - f. Master's Degree ()
 - g. Ph.D. or Professional Degree ()

ATTITUDES TOWARD WOMEN AS
MANAGERS SCALE (WAMS)

INSTRUCTIONS: The following items are an attempt to assess the attitudes people have about women in business. The best answer to each statement is your personal opinion. The statements cover many different and opposing points of view; you may find yourself agreeing strongly with some of the statements, disagreeing just as strongly with others, and perhaps uncertain about others. Whether you agree or disagree with any statement, you can be sure that many people feel the same way you do.

Using the number from 1 to 7 on the rating scale given below, mark your personal opinion about each statement in the blank that immediately precedes it. Remember, give your personal opinion according to how much you agree or disagree with each item. Please respond to all 21 items. Thank you.

RATING SCALE

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Slightly Disagree
- 4 = Neither Disagree nor Agree
- 5 = Slightly Agree
- 6 = Agree
- 7 = Strongly Agree

QUESTION

SCORE
(From 1 to 7)

- ___ 1. It is less desirable for women than men to have a job that requires responsibility.
- ___ 2. Women have the objectivity required to evaluate business situations properly.
- ___ 3. Challenging work is more important to men than it is to women.
- ___ 4. Men and women should be given equal opportunity for participation in management training programs.
- ___ 5. Women have the capability to acquire the necessary skills to be successful managers.
- ___ 6. On the average, women managers are less capable of contributing to an organization's overall goals than are men.
- ___ 7. It is not acceptable for women to assume leadership roles as often as men.
- ___ 8. The business community should someday accept women in key managerial positions.
- ___ 9. Society should regard work by female managers as valuable as work by male managers.
- ___ 10. It is acceptable for women to compete with men for top executive positions.
- ___ 11. The possibility of pregnancy does not make women less desirable employees than men.
- ___ 12. Women would no more allow their emotions to influence their managerial behavior than would men.
- ___ 13. Problems associated with menstruation should not make women less desirable than men as employees.
- ___ 14. To be a successful executive, a woman does not have to sacrifice some of her femininity.
- ___ 15. On the average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half-time.
- ___ 16. Women are less capable of learning mathematical and mechanical skills than are men.
- ___ 17. Women are not ambitious enough to be successful in the business world.
- ___ 18. Women cannot be assertive in business situations that demand it.
- ___ 19. Women possess the self-confidence required of a good leader.
- ___ 20. Women are not competitive enough to be successful in the business world.
- ___ 21. Women cannot be aggressive in business situations that demand it.

END

DATE

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